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CHF International / West Bank and Gaza Local Government and Infrastructure Program (LGI)

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Annual Report # 1

October 1, 2010—September 30, 2011



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Picture Captions:

Top Left : Photo of a construction worker during the rehabilitation works of internal roads in Raba, Jenin Governorate.

Top Right: Photo of a fellow engineer and a construction worker at Ad Deirat Coeducational School, Hebron Governorate in Area C during construction works.

Bottom Left: Photo of the Marah Rabah community during one of the participatory planning workshops with participants expressing satisfaction with setting the health center as priority after the vote.

Bottom Right: Photo of students in Al Maniya Secondary Co-educational, Bethlehem Governorate— one of the Area C sites targeted under LGI.

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ACRONYMS & ABBREVIATIONS

AIP	Annual Implementation Plan
ARIJ	Applied Research Institute - Jerusalem
CA	Cooperative Agreement
CBOs	Community Based Organizations
CGE	Centers of Governance Excellence
CHF	Cooperative Housing Foundation
CID	Community Infrastructure Development Program
CIDP	Community Integrated Development Plan
CoP	Chief of Party
CSOs	Civil Society Organizations
D&G	Democracy and Governance
EAJC	Engineers Association – Jerusalem Center
EDRMS	Electronic Document and Record Management System
EJP	Emergency Jobs Program
HRMS	Human Resources Management System
JSC	Joint Services Council
KPI	Key Performance Indicator
LDR	Local Democratic Reform Program
LEED	Leadership in Energy and Environmental Design
LG	Local Governance (sector)
LGI	Local Government and Infrastructure Program
LGU	Local Government Unit
MDLF	Municipal Development and Lending Fund
M&E	Monitoring and Evaluation
MIS	Management Information System
MoEHE	Ministry of Education and Higher Education
MoF	Ministry of Finance
MoLG	Ministry of Local Government
MoP	Ministry of Planning
MoU	Memorandum of Understanding
MSC	Most Significant Change
MSN	Model Schools Network
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
O&M	Operations & Maintenance
OSS	One Stop Shop
PCU	Palestinian Contractor's Union

PMP	Performance Management Plan
PPM	Participatory Performance Measurement
PPW	Participatory Planning Workshop
PWA	Palestinian Water Authority
SDFs	Strategic Development Frameworks
SDIP	Strategic Development and Investment Planning
SOGs	Standard Operating Guidelines
SoW	Scope of Work
ToT	Training of Trainers
UNRWA	United Nations Relief and Works Agency
USAID	United States Agency for International Development
WBG	West Bank & Gaza
WFP	World Food Program

PROGRAM OVERVIEW

CHF International (CHF) was awarded a cooperative agreement by USAID to implement the Community Infrastructure Development Program (CID) CA # 294-A-00-10-00211-00 in September, 2010. The original goal of the program focused on improvements of the quality of life for Palestinians in vulnerable West Bank communities through the provision of sustainable infrastructure packages and stand-alone projects. The Program also focused on strengthening local government capacity and the capacity of the construction sector through targeted capacity building activities including trainings, engagement of Palestinians through community participation in project selection and creation of employment opportunities.

In August, 2011, this program was amended to focus more on the role of governance, becoming the Local Government and Infrastructure (LGI) Program. Over the course of the coming four years, LGI will focus on the governance and infrastructure sectors, building on the work done under the first year of the Program, while also expanding its scope to focus on promotion of an enabling environment and good governance practices, building on the success and achievements of the Local Democratic Reform program (LDR).

The overall goal of the Local Government and Infrastructure Program (LGI) is to promote an enabling environment for good local governance and provide the basic infrastructure necessary for sustainable improvements in the quality of life for Palestinians in the West Bank and Gaza. This goal will be achieved by meeting the following objectives:

- Improve living conditions for Palestinians through the provision of sustainable, multi-sector community infrastructure packages.
- Enhance the impact of USAID sector-specific programs and priorities through the provision of high priority infrastructure.
- Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices.
- Enhance the capacity of the MoLG to assume its regulatory, policy development, sector strategic planning, guidance and monitoring roles.
- Generate employment opportunities and build the capacity of the Palestinian construction sector through the construction of infrastructure projects.

Window of Opportunity. Up to five percent of the total budget is reserved for unforeseen priority opportunities which adhere to the overall objective of the program.

KEY ACHIEVEMENTS

LGI made significant progress towards its goal and the achievement of its objectives over the course of the first year, meeting and exceeding many of its targets while ensuring a smooth transition from the Community Infrastructure Development Program (CID) into the Local Government and Infrastructure Program (LGI). Through this process, the program integrated a number of new governance initiatives into the original scope and navigated a re-structuring of the staffing and management structure. This was achieved without interruption to, or slow-down of program activities.

Coming to the end of the first year, the program has now identified all of its target locations. By the second quarter, a West Bank wide Socio-Economic Needs mapping study was completed and identification of Objective 1 vulnerable communities commenced along with participatory planning processes. This process resulted in the identification of 37 vulnerable community (with one pending additional review) and four rapid start locations. These 41 locations cover 76 LGUs. Of the approved locations, 24 infrastructure packages for vulnerable communities were identified and approved for implementation by USAID. Also completed was the identification of 30 potential Centers of Governance Excellence – a new addition under LGI – and submission of those sites to USAID for approval.

Infrastructure works were launched during the second quarter of the first year of the program with 23 projects completed. Specifically, 34 projects from approved packages for vulnerable communities commenced, with 11 completed. A total of 12 out of 13 Objective 2 Youth club projects were also completed along with 13 designs for school projects located in areas A and B, which will be handed over to the MoEHE for utilization. Also under Objective 2, LGI facilitated 5 construction permits for school projects in Area C sites with work commencing in three sites for which CHF had the permits in addition to another one which did not require a permit since the scope of work included rehabilitation of an existing school building. The construction permit for one additional

site was also obtained with the permit of a sixth site expected to be ready in October 2012. The construction works have not been launched yet for last two projects, since the team is awaiting guidance from USAID on funding prioritization.

Supporting the development of infrastructure packages, the LGI team completed 72 participatory planning workshops with 1,548 participants representing community members and government staff at the local, district and national levels. In addition, the team began working on development of plans for local, district and national level governance component interventions, ensuring continuity and leveraging of synergies between LGI and the Local Democratic Reform program, which is closing out in December, 2011.

Supporting the objective of job-creation and capacity building for the construction sector, LGI completed one contractor training on insurance issues for construction projects with attendance of 180 contractors from the North, Center and South West Bank, and developed a joint training plan with the Palestinian Contractor's Union (PCU). The program also supported participation of 39 Engineering Fellows in the Engineering Fellows Program – a comprehensive on-the-job training program for recent graduates - and two Fellows in the Young Green Engineers Program. Over 19,001 person days of short-term employment were also created for 1,238 workers through construction interventions.

The program completed a number of activities focused on cross-cutting themes, including: green building and the environment; gender; youth and good governance. Green building companion curriculum was developed for students in grades 7-12 and presented to the Ministry of Education and Higher Education (MoEHE) for review. Learning materials were also developed for peer-to-peer learning initiatives as well as with school-based environmental clubs. The first green building design for Jalqamus community center in Jenin Governorate commenced and the community was integrated into planning processes through a series of integrative design work-

shops. Planning commenced for the first green building workshop – a series of five, with the first to be held in October, 2011– to cover the topic of adaptive re-use. Development of a green building comic book and puppet show series - the first of their kind in the West Bank/Gaza - also commenced and will be completed during the first quarter of FY 2012. Broad participation from groups such as women and youth was prioritized and over 261 women and 157 youth participated in planning processes associated with the program. Moreover, a number of projects specifically targeting these groups are planned for implementation including: four youth centers and three multi-purpose halls and six community centers. As the program moves into the governance field in the coming year, a number of themes focused on good governance will be prioritized, as well.

Coordination was a priority of the program in particular with the MoLG and the MDLF. During the first year, the team signed a total of 34 MOUs with local government units and organizations such as youth and women's clubs – all of which were, or will be witnessed, by the Ministry of Youth and Sport or the Ministry of Local Government. The team also signed two stand-alone MOUs with the Ministry of Local Government and the Ministry of Education and Higher Education. Moreover, the team regularly met with Ministry counterparts, as well as with other donors and implementers in the governance and infrastructure sectors. A National Advisory Committee (NAC) was initially to be set-up to facilitate this coordination, but was later dropped in lieu of one-on-one coordination mechanisms.

A number of outreach activities took place to ensure broad outreach in target locations and branding of USAID's support. The official program launch was held in coordination with high level Palestinian Authority and USAID officials, including the Prime Minister, USAID's Mission Director and several Ministers. A series of events for children were held in April around International Earth Day to publicize the green building component and to raise awareness on environmental issues. An inauguration was also held in July to highlight the commencement of

infrastructure packages across the West Bank in vulnerable locations. Publications and materials were also developed including: a green building brochure, community participation poster, fact sheets, newsletters, T-shirts for children and signs/plaques/banner. Regular press releases were published both locally and internationally and the program's green building component was featured in the U.S. Department of State e-publication. A blog was also launched with over 6,051 hits from 37 countries, and the program made use of social media, such as Twitter, for programmatic outreach both locally and in the U.S.

Supporting measurement of these objectives, the LGI team completed a baseline Citizen Perception Survey in addition to regular, internal monitoring/evaluation activities across all objectives of the program.

In summary, the program was able to meet and exceed targets for the first year, and made significant achievements toward overall goals and objectives of the program, as highlighted in this first annual report.

PROGRAM ADMINISTRATION, HUMAN RESOURCES AND MANAGEMENT



Team building exercise at the CHF Staff retreat that took place in Bethlehem on July 20, 21 & 22, 2011.

Working out of three offices in the West Bank, the LGI Program commenced its start-up in early October, 2010. The first three months of the Program focused on the set-up of the offices and hiring of new staff, noting that a number of staff transferred to the

Program on a staggered basis from the Emergency Jobs Program (EJP), which closed in January, 2011. By January, the program was fully staffed with all major administrative procurement completed and office structures in place.

A revised Cooperative Agreement was received from USAID on August 19, 2011. As a result of programmatic changes, a number of staffing changes took place as per the new organizational structure. Several new positions were brought into the program, mainly for coverage of the governance components, a number of which have been filled by staff transitioning over from the Local Democratic Reform Program (LDR). Up until the close out of the LDR program at the end of December, 2011, several positions will also be shared between the two programs.

During the first year, a number of non-construction sub-awards were signed under the program. However, two of these were subsequently closed during the fourth quarter. Sub-awards signed during the first year, included

1) Engineers Association – Jerusalem Center (EAJC): This sub-grant was signed on December 1, 2010. EAJC is managing the Engineering Fellows Component of the LGI program.

2) Applied Research Institute – Jerusalem (ARIJ): This sub-contract was signed on November 21, 2010. ARIJ provided research support for the socio-economic vulnerability study conducted between November 2010 and April 2011, utilized in the identification of Objective 1 communities. This contract was subsequently closed on August 22, 2011 due to a change in the scope of work with the revisions to LGI. Details are outlined below.

3) Khatib & Alami (K&A): This sub-contract was signed on March 8, 2011. K&A will provide consultancy services for the green building component of LGI.

4) Center for Engineering and Planning (CEP): This sub-contract was signed on December 1, 2010. CEP was responsible for covering engineering/construction management services related to the program, including provision of staff. With the revisions in the scope of the LGI program, this sub-contract was subsequently closed on Sept. 30, 2011

As highlighted above, and due to the change in scope of the program and resulting budgetary realignment, the sub-awards with ARIJ and CEP were ended during the fourth quarter. The second phase of the ARIJ study – originally planned to select a second round of vulnerable communities – will no longer be utilized and the pool of vulnerable communities will be capped at 41, all of which were cleared for entry into the program during FY 2011. The final mapping of the communities, planned for the fifth year of the LGI program to measure changes in socio-economic status, will now be completed in-house. The CEP sub-contract for engineering services under LGI was also cancelled, and a decision was made to directly hire the engineering team and to create a more robust oversight system to be supported in-house.

OBJECTIVE 1 : *Improve living conditions for Palestinians through the provision of sustainable, multi-sector community infrastructure packages.*

Under Objective 1, LGI will provide packages of mutually-reinforcing infrastructure projects to selected vulnerable communities in order to raise their standard of living. Projects under this objective aim for depth of impact and will be selected through a participatory, strategic planning approach at the local level. As packages are developed, individual projects will be assessed to ensure that they build on synergies between the different projects. Projects in clusters of communities undergoing amalgamations or mergers will also be selected to facilitate linkages between target locations. Selection of all projects will be further coordinated with district and national level authorities to avoid duplication and ensure linkages with district and national plans.

Two types of locations will be targeted under Objective 1 infrastructure: Vulnerable Communities and potential Centers of Governance Excellence (described below). On average, package size will be in the range of \$730,000 for vulnerable communities where the need for improving basic services infrastructure is higher, and \$354,000 for Centers of Governance Excellence where the infrastructure projects implementation cycle will be used as a laboratory for on the job training of relevant municipal staff.

During the first 3 quarters of the LGI program, a total of 23 infrastructure packages were approved. During the 4th quarter, an additional package was approved, bringing the total to 24. The full package report outlining the projects and the selection process for the one location not previously covered in quarterly reports 1-3 is attached in Annex 1.

6.1 Vulnerable Communities

During the first year of the Program, a West Bank wide community vulnerability assessment, implemented under a sub-award to the Applied Research Institute – Jerusalem (ARIJ) was conducted to identify locations for implementation of Objective 1 projects. The assessment identified vulnerable communities across the West Bank based on a multi-phased screening of the 458 West Bank LGUs, using data to measure vulnerabilities in the areas of education, health, the economy and food security, water and wastewater, and general physical infrastructure. Also taken into account were the impacts of external factors, such as the separation barrier, population size and geographic distribution.

The study included a quantitative review of secondary data and use of spatial mapping, as well as primary data collection using participatory rural appraisal techniques, aerial mapping and questionnaires.

ARIJ, CHF and USAID, in consultation with relevant stakeholders, worked closely on finalizing criteria for the assessment. Results were shared with the Ministry of Local Government and reviewed jointly to ensure consistency with their strategy of clustering and amalgamation and to encourage economies of scale.

The resulting list of 72 communities/clusters was then submitted to USAID for review and approval under three tranches. Of the locations approved, CHF has identified 37 target locations, of which one is pending confirmation of approval¹. In addition, four locations were initially approved by USAID under the rapid startup period of the program (of those four locations, two are also proposed as CGE in the amended LGI Program), with three infrastructure packages already submitted and approved. Within the 41 locations approved and pending, 76 LGUs are covered².

To date, infrastructure packages were submitted and approved for 21 (including Tulkarm Municipality's newly merged neighborhood of Kafa) out of the 37 Vulnerability Study identified locations, and three out of four locations identified under the Rapid Start³. In total, 24 packages were approved. In the coming year, packages for the remaining locations will be identified and submitted for approval. During FY 2011, a total of 34 projects from the approved packages for vulnerable communities (including Tulkarm's Kafa package) commenced and 11 were completed.

^{*1} The community of Ash Shuhada in Jenin Governorate is under additional review.

^{*2} As previously highlighted, some of the locations are recently amalgamated and some are planned for amalgamation/merger. The total of 76 communities includes recently amalgamated communities according to their pre-amalgamation numbers. For instance, the recently amalgamated site of Kafr al Labad in the Tulkarm Governorate is counted as two communities, taking into account that Al Haffasi was recently amalgamated.

^{*3} Four rapid start locations were identified and approved during the first quarter. Sites include: East Salfit, West Salfit, East Jenin and Yatta. Project planning in these sites was launched during the second quarter, with three packages approved by USAID. Implementation of projects commenced during the third quarter with the exception of Yatta, which is still finalizing its project list and final package for submission to USAID.

The locations of approved packages from FY 2011, and the dates of approval are listed below:

No	Gover- norate	Name of Package Location	Date of Package Approval
1	Salfit*	East Salfit Cluster	March 31, 2011
2	Salfit	West Salfit Cluster	March 29, 2011
3	Jenin	East Jenin Cluster	March 14, 2011
4	Jenin	Raba	May 6, 2011
5	Bethlehem	'Arab ar Rashayida	May 11, 2011
6	Tulkarm	Baqa ash Sharqiya	May 13, 2011
7	Tulkarm	Kafr al Labad	May 17, 2011
8	Jerusalem	Ash Sheikh Sa'd	May 20, 2011
9	Bethlehem	Hindaza and Bureid'a	May 23, 2011
10	Hebron	Khallet al Maiyya	May 24, 2011
11	Hebron	Ar Ramadain	June 2, 2011
12	Hebron	Beit 'Amra	June 2, 2011
13	Hebron	Beit Ummar	June 6, 2011
14	Ramallah	Sinjil	June 17, 2011
15	Hebron	Khursa	June 20, 2011
16	Ramallah	Deir As Sudan	June 27, 2011
17	Nablus	Yasid	June 27, 2011
18	Bethlehem	Tuqu'	June 27, 2011
19	Hebron	Al Burj and Al Bira	June 27, 2011
20	Tulkarm*	Kafa	June 27, 2011
21	Jerusalem	Jaba	June 30, 2011
22	Bethlehem	Marah Rabah	June 30, 2011
23	Nablus	Al Lubban Ash Sharqiya	June 30, 2011
24	Tulkarm	Qaffin	August 5, 2011

*Note: East Salfit Cluster and Tulkarm Municipalities are also proposed as potential CGE. Yatta, likewise, from the rapid start communities will be proposed as a potential CGE; the package is still under finalization.

6.2 Potential Centers of Governance Excellence

An additional 30 locations will be targeted as potential Centers of Governance Excellence (CGE). In total, 24 of these locations will include sites previously targeted under the LDR Program; six locations were newly selected, in consultation with MoLG and USAID, during the last quarter of FY 2011. The proposed list was submitted to USAID for approval on September 6, 2011 and was pending as of the end of September. As highlighted above, these include three localities/clusters where work commenced in the first year of the program, including: Yatta; the East Salfit Cluster; and Tulkarm city/Kafa. Selection criteria for these locations included:

- Successful track record of governance performance;
- Demonstrated commitment to promotion of moderate leadership;
- Quality of current services provided to citizens;
- Commitment to good governance practices;
- Commitment to participatory methods to achieve sustainable good governance;
- Demonstrated focus on innovation;
- Potential for external leveraging of resources;
- Geographic distribution;

Ability to serve a broad range of constituents.

In each potential Center of Governance Excellence, a package of two projects will be implemented totaling 60 projects, as applicable. Projects will be selected based on the strategic development and investment plans developed in each location and on demonstrated commitment by relevant line Ministries and the LGU to operations and maintenance of the facility. Physical and spatial planning will also take place in a number of target locations and will support project development.

One Stop Shops: Of the 60 projects implemented in

the potential Centers of Governance Excellence, over the lifetime of the Program, 16 projects will be designated as One Stop Shops (OSS). Noting that some of the potential Centers of Governance Excellence already have an operational OSS, LGI will determine the locations of the new OSS based on criteria, including: the amalgamation plans under the MoLG for the location, recognizing that larger municipalities and catchment areas will need to provide extensive services; size of the LGU and the number of citizens; number of services provided/to be provided to citizens through the LGU; minimal technical capacity is available in the LGU; potential for leveraging interventions implemented previously through USAID-funded or other donor projects.

In designated sites, a number of steps will take place prior to construction. First, the community/Municipality will form an OSS task force and will assign an OSS Manager. LGI will then work closely with the Manager and the task force on finalization of the conceptual design, taking into consideration the varying requirements and needs of each location, including the types of services anticipated for provision, available space and location. Services anticipated at the OSS, include: case processing, including building permits; craft permits and water/electricity connections; services such as clearance certificates, certificates of residency and land-use plans; a payment center; and an information and public relations center. Once services and needs are determined, the physical designs will be prepared considering factors such as accessibility, an open/inviting layout, and IT infrastructure integration. Additional services anticipated under OSS facilities will be supported under Objective 3 of the Program.

6.3 Objective 1 Infrastructure Projects

Listed below are the projects approved under Objective 1 during the first year of the Program, and the current status of each. Given the Congressional hold on funding, CHF, as agreed with USAID, will complete already contracted projects, work on design reviews and finalization, and will not tender any new construction work unless approved by USAID after revisions are made to the AIP and the funding situation clarified. This applies to all LGI projects/

interventions/activities that cannot be directly implemented by the LGI team and need out-sourcing.

North West Bank

24043-11-NW-SA011 Rehabilitation of the Main Entrance of Salahhideen Municipality Phase 1 - Al Mutilla, Jenin Governorate – 118,373.00 NIS (contractual): This project included paving of 0.243 km of internal roads and construction of retaining walls and sidewalks for the village of Al Mughayyir- Al Mutilla Neighborhood. The project is complete, and has created 18 temporary jobs and 227 job days. It also benefited a total of 160 males and 140 females.



24043-11-NW-SA012 Rehabilitation of the Main Entrance of Salahhideen Municipality Phase 2 – Jalqamus, Jenin Governorate – 426,680 NIS (contractual): This project included paving of 0.814 km of internal roads, and construction of retaining walls and sidewalks for the village of Jalqamus. The project is complete, and has created 18 temporary jobs and 349 job days. It also benefited a total of 1,200 males and 1,150 females.



Rehabilitation works for the Salahhideen main entrances in Jalqamus

24043-11-NW-SA013 Rehabilitation of the Main Entrance of Salahhideen Municipality Phase 3 - Umm at Tut, Jenin Governorate –367,950.00 NIS (contractual): This project included paving of 0.554 km of internal roads, and construction of retaining walls and sidewalks for the village of Umm at Tut. The project is complete, and has created 31 temporary jobs and 891 job days. It also benefited a total of 550 males and 600 females.

Multi-Purpose Community Activity Centre in Al Mutilla, AL Mughayyir – \$140,000 (estimated): This project includes construction of two floors; the ground floor will contain a multi-purpose hall that will be used for health, social, and educational activities, and the first floor will contain lecture rooms and a library. The project is currently under design.

24043-11-NW-SA014 Construction of a Secondary Boys' School in Al Mughayyir, Jenin Governorate – 1,775,023.70 NIS (contractual): The project includes the construction of six classrooms, a sanitary unit, computer lab, library, scientific lab, administration unit, cantina, and external works. The project is ongoing at 20% completion.

24043-11-NW-SA010 Construction of Youth Activity Center in Jalqamus, Jenin Governorate – \$160,000 (estimated): This project will include the construction of one floor with a basement and other external works. This building will be implemented as a 'LGI green building'. The project is under design.

24043-11-NW-SA015 Rehabilitation of Internal Roads in Raba, Jenin Governorate – 952,305 NIS (contractual): This includes the rehabilitation of 2.5 km of road, six meters wide with one meter shoulder on both sides. The project is currently ongoing at 80% completion.



Workers during rehabilitation works for Raba internal roads

24043-12-NW-SA007 Construction of additional classrooms and maintenance of Raba Secondary Boys School in Raba, Jenin Governorate – \$50,000 (estimated): This project includes the addition of two classrooms and the addition of specialized rooms to the primary boys' school as well as other maintenance work. The design for this project has not yet begun.

24043-12-NW-SA008 Construction of Specialized Rooms in Raba Primary Boys' School in Raba, Jenin Governorate – \$200,000 (estimated): The project includes the construction of an additional floor for the primary school. The project is currently under design.

24043-12-NW-SA009 Construction of a Multipurpose hall, other Facilities and Landscaping in Raba,

Jenin Governorate – \$250,000 (estimated): This project includes the construction of a 350 square meter multipurpose hall, landscaping and other external works, including a parking area and yards, a canteen and sanitary units. The design for this project has not yet begun.

24043-11-NW-SA019 Rehabilitation of Connecting Roads for Baqa ash Sharqiya - Phase 1: An Nazla al Wusta, Tulkarm Governorate – 312,210 NIS (contractual): This project includes construction and paving of linking roads, construction of internal roads and construction of retaining walls between Baqa ash Sharqiya and surrounding neighborhoods. The project is ongoing at 80% completion.

24043-11-NW-SA020 Rehabilitation of Connecting Roads for Baqa Ash Sharqiya: Phase 2: An Nazla Al Gharbiya, Tulkarm Governorate – 176,640 NIS (contractual): This project included construction and paving of 0.5 km of linking roads, construction of internal roads and construction of retaining walls between Baqa ash Sharqiya and its neighborhoods. The project is complete and has created 41 temporary jobs and 133 job days. It also benefited a total of 3,100 males and 3,200 females.

Construction of a Multipurpose Community Center in Baqa ash Sharqiya, Tulkarm Governorate – \$540,000 (estimated): This project includes construction of two floors, stairs, a multi-purpose hall with a theatre, as well as landscaping. The project is currently under design.

24043-11-NW-SA023 Construction of Agricultural Roads in Yasid Phase 1, Nablus Governorate – 236,800 NIS (contractual): The project includes the construction and expansion of 1,200 meters of agricultural roads and construction of 2,400 meters of stone walls on both sides. The project is ongoing at 80% completion.

24043-11-NW-SA024 Construction of Agricultural Roads in Yasid Phase 2, Nablus Governorate – 587,162.10 NIS (contractual): The project includes the construction and expansion of 2,460 meters of agricultural roads and the construction of 4,920 meters of stone walls on both sides. The project is ongoing at 50% completion.

24043-11-NW-SA025 Construction of Agricultural Roads in Yasid Phase 3, Nablus Governorate - 379,910.20 NIS (contractual): The project includes the construction and expansion of 1,700 meters of agricultural roads and the construction of 3,400 meters of stone walls on both sides. The project is ongoing at 10% completion.

Construction of a water network in Yasid, Nablus Governorate – \$1,251,000 (estimated): This project includes the connection between well no. 1 and well no. 2 in Yasid, construction of an internal water network, main distribution lines, fixed pumping station, force water pipe line, and an elevated water storage tank. The project is pending USAID approval.

24043-11-NW-SA026 Construction of Agricultural Roads in Al Lubban ash Sharqiya – Phase 1, Nablus Governorate – 277,230 NIS (contractual): This project includes excavations, leveling and installation of a 1,500 meter base coarse layer. The project is ongoing at 10% completion.

24043-12-NW-SA011 Construction of Agricultural Roads in Al Lubban ash Sharqiya – Phase 2, Nablus Governorate – \$70,000 (estimated): This project includes excavations, leveling and installation of a 900 meter base coarse layer. The project is tendered, evaluated and ready to award following vetting processes.

Finishing works at the Co-educational Primary School in Ammuriya, Al Lubban ash Sharqiya, Nablus Governorate – \$120,000 (estimated): The project includes separating the sanitary units between the boys, girls and teaching staff, and making the sanitary unit compliant with disability accessibility requirements. Works will also include the rehabilitation of the playground and installment of a fence for safer movement in and out of the school premises. The project is under design.

Rehabilitation and Extension of the Electricity Network in Al Lubban ash Sharqiya, Nablus Governorate - \$300,000 (estimated): This project includes

the complete coverage of electricity to the remaining parts of the village that do not have power. It will improve the service and raise the capacity of power, allowing for sufficient access for all residents of the village without interruption. The project will also contribute to the durability and efficiency of the electricity through the introduction of new cables. The project is pending a license from Israel.

24043-12-NW-SA010 Construction of additional classrooms and other facilities at Al Haffasi Primary Coeducational School in Kafr Al Labad, Tulkarm Governorate – \$150,000 (estimated): This project includes the construction of four classrooms, administration room, and sanitation facilities accessible for the disabled, a canteen, retaining walls and a ramp for the disabled. The project is under design.

Construction of Multipurpose Hall with a Garden in Kufr Al Labad, Tulkarm Governorate – \$330,000 (estimated): This project includes the construction of a 320 square meter activities hall, a 30 square meter canteen, a 50 square meter sanitary units, a boundary wall with 300 meters in length and 1.5 meters high, as well as landscaping works. The project will be redesigned to match the budget of the project, as original designs on-hand from the municipality exceeded the amount allocated under LGI.

Construction of a Health Clinic in Kufr Al Labad, Tulkarm Governorate – \$150,000 (estimated): This project will include the construction of a 200 square meter clinic building, boundary walls and external landscaping. The design for this project has not yet begun.

24043-11-NW-SA021 Rehabilitation of Kafa – Tulkarm road with sidewalks and walls in Kafa, Tulkarm Governorate – 1,168,982.95 NIS (contractual): This project includes the completion of approximately 350 meters in length of retaining walls, a 360 meter length of sidewalks and widening of a 1,400 meter length of road (including application of base course road shoulders and asphaltting). Sidewalks for the internal road will be based on assessments of the site, given the fact that many of the internal roads

are in Area C. The project is ongoing at 10% completion.

Paving of Internal Roads and Completion of Construction for a Rain Water Drainage System for Internal Roads in Qaffin and Aqqaba, Tulkarm Governorate – \$450,000 (estimated): This project includes the construction of 10 box culverts and 800 meters in length of retaining walls, and includes paving of 1.5 km in length and 6.5 meters in width of internal roads in Qaffin and paving of 0.7 km in length and 6.0 meters in width of internal roads in Akkaba. The project is under design.

Construction of a Youth and Women's Community center in Qaffin, Tulkarm Governorate – \$200,000 (estimated): The project includes construction of a 220 square meter ground floor as a public activities hall, a 30 square-meter sanitary unit, a 16 square meter administration first floor, a 40 square meter training room, an 18 square meter services room, a 30 square meter meeting room, and other external works such as retaining walls and an entrance. The design for this project has not yet begun.

Center West Bank:

24043-11-CW-SA019 Construction of a Canteen and Retaining Walls for Mas-ha Secondary Boys School, Salfit Governorate – 221,140.00 NIS (contractual): This project included the completion and extension of the existing boundary wall to provide a safer environment for students, rehabilitation of the school's garden including construction of sheds, pathways and planting, partitioning the corridor to rehabilitate and prepare a room for the advisor, construction of pathways, construction of a 35 square meter canteen and construction of one sanitary unit. The project is

complete, with 26 temporary jobs and 979 worker days created. It benefitted a total of 220 males and 9 females.



Construction of a canteen and retaining walls for Mas-ha Secondary Boys' School



After the completion of construction works for a canteen and retaining walls at Mas-ha Secondary Boys' School

24043-11-CW-SA012 Rehabilitation of the Mas-ha Main Entrance, Salfit Governorate – 645,869.00 NIS (contractual): The project included the rehabilitation of the main road and asphaltting work for a 1.0 Km road length with a width of 10.5 meters. This road is the main road in the village and the work will yield safe pedestrian access for the residents. The project is complete and has created 43 temporary jobs and 368 job days. It benefited a total of 992 males and 985 females.

24043-11-CW-SA013 Rehabilitation of the Sarta Main Entrance and Internal Roads, Salfit Governorate –518,410.00 NIS (contractual): The project included the construction of sidewalks in addition to

the rehabilitation and asphaltting of the road, including base coarse, of 900 meters in length and 0.6 Km in width. The project is complete and has created 26 temporary jobs and 683 job days. It also benefited 1,322 males and 1,176 females.

24043-12-CW-SA010 Construction of a Multipurpose Hall in Mas-ha, Salfit Governorate – \$230,000 (estimated):

The proposed building will consist of one floor with a total area of 400 square meters to be used as a multipurpose hall for the cluster. This project will positively impact activities for youth, children and the community by providing a space for activities, workshops and events. The new facility will host a number of activities including those targeting: sports, counseling, training, summer camps and women's activities. During this quarter, there was some discussion on movement of the site, but at the end of the quarter it was agreed by the partners to keep the location in Mas-ha. Design will commence during the next reporting period.

24043-11-CW-SA024 Construction of Additional Two Floors for Biddya Primary Girls' School, Salfit Governorate – 977,000 NIS (contractual):

The project includes the removal of four classrooms and replacing them with six new classrooms, a science lab, a computer lab, a sanitary unit for teachers, a library and an advisor room, with a total area of 700 square meters. The project is ongoing at 20% completion.



Construction of additional two floors for Biddya Primary Girls' School

24043-11-CW-SA014 Rehabilitation of the Main Entrances of East Salfit Cluster-Phase I Haris, Salfit Governorate – 385,740.00 NIS (contractual):

The project included the rehabilitation of 1,250 meters in length of sidewalks and 3,200 square meters of base course and asphaltting. The project is complete and has created 13 temporary jobs and 188 job days. It also benefited 1,525 males and 1,546 females.



Kids using the sidewalk after the completion of rehabilitation works of the main entrances in East Salfit - Haris

24043-11-CW-SA015 Rehabilitation of the Main Entrances of East Salfit Cluster-Phase II Marda, Salfit Governorate – 160,725.00 NIS (contractual):

The project included the completion of 750 meters in length of sidewalks and 1,500 square meters of base course and asphaltting. The project is complete and has created 12 temporary jobs and 116 job days. It also benefited 979 males and 988 females.



After the completion of the rehabilitation of the Main Entrances in East Salfit Cluster - Marda

24043-11-CW-SA022 Rehabilitation of Marda Main Water well, Salfit Governorate –204,544 NIS (contractual): The project includes the general rehabilitation and plastering of the water well, as well as landscaping of the surrounding area. The project is ongoing at 30% completion.



Rehabilitation of Marda water well

24043-11-CW-SA016 Rehabilitation of the Main Entrances of East Salfit Cluster-Phase III Deir Istiya, Salfit Governorate – 414,775 (contractual): The project includes the completion of 1,400 meters in length of sidewalks and 4,900 square meters of asphaltting. The project is complete and has created 11 temporary jobs and 102 job days. It also benefited a total of 979 males and 988 females.

24043-11-CW-SA017 Rehabilitation of the Main Entrances of East Salfit Cluster-Phase IV Kifl Haris, Salfit Governorate – 248,980.80 NIS (contractual): This project included the completion of approximately 600 meters of sidewalks and 2,700 square meters of asphaltting. The project is complete and has created 23 temporary jobs and 251 job days. It also benefited a total of 1,592 males and 1,614 females.

24043-11-CW-SA018 Rehabilitation of the Main Entrances of East Salfit Cluster-Phase V Qira, , Salfit Governorate –249,999 NIS (contractual): The project includes the completion of 400 meters in length of sidewalks and retaining walls, and widening of 1,000 square meters of roads (including application of a

basecourse and asphaltting). The project is complete and has created 12 temporary jobs and 175 job days. It also benefited a total of 568 males and 560 females.

24043-11-CW-SA020 Construction of Soccer Field with Facilities and an Access Road for East Salfit cluster in Deir Istiya, Salfit Governorate - \$210,000 (estimated): The project includes leveling excavations of the land, building of bleachers from one side, fencing the whole field area, and construction of 50 square meters of service rooms (lockers, changing rooms, and sanitary units). The road to the soccer field will also be completed. The road works will include leveling excavations, aggregate base course and asphaltting. The length of the road is approximately 250 meters. The project is under design.

24043-12-CW-SA009 Construction of Five Additional Classrooms and other Facilities for Qira Primary Co-educational School, Salfit Governorate – \$230,000 (estimated): The project includes the construction of three classrooms, a computer lab, a science lab, a library, an administration room, a teacher's room, and a canteen. The extension will be horizontal and vertical. Works will also include asphaltting 200 square meters of the playground. Drinking fountains will be replaced. The project is ready to be tendered.

24043-11-CW-SA25 Rehabilitation of the Main Road in Ash Sheikh Sa'd, Jerusalem Governorate – 917,300 NIS (contractual): The project includes application of basecourse and asphaltting a 1,400 meter stretch of the main road, with an average width of 6 meters. In addition, the project will construct 500 meters of retaining walls. This project is ongoing at 70% completion.

24043-12-CW-SA011 Construction of a Health Center in Ash Sheikh Sa'd, Jerusalem Governorate – \$220,000 (estimated) The project includes the construction of a health clinic with the following facilities: three doctors' rooms, a nurses' room, a storage room, a lab, an X-ray room, a pharmacy, a meeting room, a waiting hall, a secretary room, an emergency

room, a kitchen and four sanitary units. This project is under design.

24043-12-CW-SA012 Rehabilitation of the Boys' School in Ash Sheikh Sa'd, Jerusalem Governorate – \$225,000 (estimated): The project includes general rehabilitation of the school, including painting of the corridors and classrooms, installation of an electrical network, replacement of aluminum windows, construction of a sanitary unit, finishing the computer laboratory and other internal and external works. The design of the project has not yet begun.

24043-11-CW-SA028 Rehabilitation of Internal Roads in Sinjil town Phase 1, Ramallah Governorate – 489,945.60 NIS (contractual): This project will result in the rehabilitation of approximately 2.6 km of internal roads. The project is ongoing at 40% completion.

24043-11-CW-SA029 Rehabilitation of Internal Roads in Sinjil town Phase 2, Ramallah Governorate – 555,554.88 NIS (contractual): This project will result in the rehabilitation of approximately 2.6 km of internal roads. The project is ongoing at 40 % completion.

Construction of a Community Service Center in Sinjil, Ramallah Governorate – \$200,000 (estimated): This building will consist of two floors, one for the use of the municipality as the current space available for the municipality is not sufficient, the second floor will host the three societies in the village (Community Development Society, Women Society, and Cooperation Society), which are currently in rented facilities. The construction of the community service complex will be operated and maintained by the municipality, will host the activities of the societies in the village and will provide better space for the municipality. The design of this project has not yet begun.

24043-11-CW-SA033 Rehabilitation of Abu Bakr as Saddeeq Primary Boy's School in Sinjil, Ramallah Governorate – 239,987.70 NIS (contractual): The

project includes painting and rehabilitation, along with ensuring disability access and construction of a new sanitary unit for the disabled. The project is ongoing at 10% completion.

24043-11-CW-SA030 Rehabilitation of the Main Entrance of Deir as Sudan, Ramallah Governorate – 1,165,000.00 NIS (contractual): The project includes pavement of the main entrance (1.1 km with side-walks) of the village. The project is ongoing at 20% completion.

24043-11-CW-SA031 Construction of retaining walls in Deir as Sudan, Ramallah Governorate - 521,225 NIS (contractual): This project includes the construction of a 260m retaining wall. The project is ongoing at 60% completion.

24043-12-CW-SA013 Rehabilitation of Deir as Sudan Secondary Girls School in Deir as Sudan, Ramallah Governorate – \$70,000 (estimated): The project includes painting, rehabilitation of the laboratory (adding sinks and counters for lab work) and the arts and crafts room, construction of a canteen and rehabilitation of the drinking taps, an addition of a sanitary unit for disabled students along with an access ram, and the addition of wooden belts in the classrooms to protect the walls from damage. The project design will begin in February 2012.

24043-12-CW-SA015 Construction of one Additional Floor in the Village Council Building for Jaba' Youth Club, Jerusalem Governorate – \$100,000 (estimated): The project includes the construction of a 240 square meter third floor above the village council building. It also includes external works such as the construction of a wall surrounding the club building. The project is under design.

24043-12-CW-SA016 Construction of a Playground with a Service Building in Jaba', Jerusalem Governorate – \$130,000 (estimated): The project includes the construction of an approximately 3000 square meter playground. The works include leveling, reha-

bilitation of the land, and building of service rooms (such as sanitary units and a cafeteria) with pathways and retaining walls. The design of the project has not yet begun.

24043-12-CW-SA017 Construction of Additional Classrooms, other Services and Rehabilitation of Jaba' Primary Co-educational School in Jaba', Jerusalem Governorate – \$400,000 (estimated): The project includes the construction of four classrooms, a library, a multipurpose hall, the rehabilitation of the existing building and external works for Jaba' elementary coeducational school. The project is under design.

24043-12-CW-SA018 Rehabilitation of the water network in Jaba', Jerusalem Governorate – \$330,000 (estimated): This project includes the replacement of the existing water network. The area to be covered by the project is approximately 630 dunums. The design of this project has not yet begun. The project is pending permit..

South West Bank:

Construction of a Secondary Boys School in Hindaza and Bureid'a, Bethlehem Governorate – \$650,000 USD (estimated): The project will include the construction of six classrooms, a computer lab, science lab, administration room, and other facilities including sanitary units, canteen, etc., with other external works that include a playground and fencing. This design of this project has not yet begun.

24043-11-SW-SA022 Rehabilitation of Internal Roads in Hindaza and Bureid'a, Bethlehem Governorate –373,150 NIS (contractual): The project includes the rehabilitation and asphaltting of approximately 900 meters of roads. It will also result in the construction of 600 meters of stone walls. The project is complete and has created 32 temporary jobs and 423 job days. It also benefited 1,640 males and 1,577 females.

24043-11-SW-SA021 Rehabilitation of Internal Roads in Khamet al Louza, in Hindaza and Bureid'a, Bethlehem Governorate –304,965 NIS(contractual):

The project includes the rehabilitation and asphaltting of approximately 700 meters of internal roads. The project is complete and has created 27 temporary jobs and 171 job days. It also benefited a total of 1,640 males and 1,577 females.



Rehabilitation works for the internal roads of Khamet Al Louza, in Hindaza and Bureid'a

24043-11-SW-SA017 Rehabilitation of Internal Roads with Sidewalks and Walls - 'Arab ar Rashayida, Bethlehem Governorate – 352,210 NIS (contractual): This project includes the rehabilitation of just under 1 km of existing roads in addition to the construction of sidewalks and retaining walls. The project is ongoing at 80% completion.



Rehabilitation works of internal roads, sidewalks and walls—'Arab ar Rashayida

<p>24043-11-SW-SA030 Rehabilitation of the main road in Arab ar Rashayida, Bethlehem Governorate – 738,635 NIS (contractual): This project includes the rehabilitation of the main road in addition to the construction of sidewalks and retaining walls. The total length is 1.9 km, and 5 meters wide. The project is ongoing at 20% completion.</p>	<p>Fawzi Abu Awad, 94 meters; Mahmoud Amro, 112 meters; Ahmad Awad, 138 meters, Water Reservoir, 107 meters; Muhareb, 90 meters; As Sura Al Balad, 270 meters; Ras Alwad, 137 meters; Abedrabboh Al Masri, 62 meters; Abdallah Al Masri, 70 meters; Rizeq Hasan, 66 meters; Abdallah Fadel, 54 meters; As Sura- al 'Alaqa, 570 meters; Abu Jahhaf, 390 meters; Khallet al 'Aqed- Khallet Wahshi, 600 meters; Hadab al 'Alaqa, 1000 meters; and the graveyard segment, 471 meters. The total length of all segments is 5,502 meters. The project is still pending the completion of the related infrastructure project (Water Network).</p>
<p>24043-12-SW-SA011 Construction of Additional Classrooms, Additional Facilities, External Works and General Rehabilitation of 'Arab ar Rashayida Primary Girls' School, Bethlehem Governorate – \$200,000 (estimated): The project includes the construction of a second floor including a science lab, a library, four additional classrooms, an arts and crafts room and a staircase with a total area of 400 square meters. External works also include the construction of retaining walls and a floor slab. The project will be ready for tendering in October, 2011.</p>	<p>24043-12-SW-SA014 Completion and finishing of Luqman al Hakim Elementary Co-Educational School in As Sura, Hebron Governorate – \$240,000 (estimated): The project includes finishing the existing structure including: four classrooms; one administration room; one teachers' room; one water cistern; and one sanitary unit. It also includes the construction of a staircase, septic tank, drinking fountain, canteen and boundary walls as well as insulation of the school roof and rehabilitation of a playground and the road that leads to the school. The project is under design.</p>
<p>24043-11-SW-SA019 Construction of Additional classrooms, External works and General Rehabilitation of 'Arab ar Rashayida Coeducational School, Bethlehem Governorate – \$200,000 (estimated): The project includes the construction of a second floor containing a computer lab, a library, two additional classrooms, and a staircase with a total area of 300 square meters. External works also include raising the height of the retaining walls around the school and fencing, as well as general maintenance works for the existing school. The project is under design.</p>	<p>24340-12-SW-SA015 Rehabilitation of Internal Roads in Beit Amra, Hebron Governorate – \$110,000 (estimated): The project includes the rehabilitation of 1.5 km of internal roads with three meters of asphalt and five meters of base course. The target road segments are: Owewi road; Al Khazzan road; Al Sughayyer road; Muhamamd Younes road; Al Dahdour road; Girl's school road; Abdulmun'em road; Muhamamd Shihdeh road; Shihadeh road; Hammad road; and Karma – Beit 'Amra road. The project is re-tendering.</p>
<p>24043-12-SWSA013 Internal road rehabilitation in As Sura village, Hebron Governorate – \$480,000 (estimated): The project includes the rehabilitation and asphaltting of internal roads in As Sura village. The project will include the construction of stone walls (Silsal) where needed, removal of old asphalt, and spreading of base course, and asphaltting of the un-surfaced roads. The names and length of proposed road segments include: Dar Quteineh, 308 meters; Abu Kharteabeil, 48 meters; Al Khnous, 136 meters; Abu Awad, 233 meters; Musa Abd Al Rahman, 173 meters; Ad Dewan, 160 meters; Omar Abdelfattah, 83 meters; Muhamamd Jum'a, 130 meters;</p>	<p>24043-12-SW-SA016 Rehabilitation of the main road Beit 'Amra – \$140,000 (estimated): The project includes asphaltting about 1km of the main road that links Beit 'Amra and Karma. The project is tendered, evaluated and ready to award. It is on hold pending the funding situation.</p>

Construction of a water reservoir in Beit Amra, Hebron Governorate – \$420,000 (estimated): The project includes the construction of an elevated water reservoir in Beit 'Amra village to host 500 cubic meters of water. The project is pending Palestinian Water Authority/Joint Water Committee approval and availability of funding.

Construction of six additional classrooms and specialized rooms, and rehabilitation of Beit Amra Secondary Boys School in Beit Amra, Hebron Governorate – \$280,000 (estimated): The project includes the construction and finishing of a new sanitary unit, installation of a sunshade in the school play yard, construction of six additional classrooms and a library, maintenance of the current existing sanitary unit, transforming the teachers' room into a science lab, creating a teacher's room from the current shared administration room, construction of a boundary wall and fence, expansion of the computer lab and construction of a social worker's room/administrative rooms as well as general rehabilitation work, including treatment of damage caused by humidity and cracks in walls. The project is under design.

Construction of a water network in Khallet al Maiyya, Hebron Governorate – \$285,000 (estimated): The project includes the construction of a 7 km water network in Khallet al Maiyya Village. The project is pending Palestinian Water Authority approval.

24043-11-SW-SA026 Construction of a Secondary Boys School in Khallet al Maiyya, Hebron Governorate – \$630,000 (estimated): The project includes the construction and finishing of eight classrooms, one administration room, science and computer labs, a teachers' room, canteen, sanitary unit, septic tank, drinking fountain and other external works including a play yard and construction of boundary and retaining walls. The project is under design.

24043-11-SW-SA027 Asphaltting of Internal and Linking roads in Khallet Al Maiyya, Hebron Governorate

– \$230,000 (estimated): This project includes the rehabilitation and spreading of base course and asphaltting of about 1.6 km of linking and internal roads in Khallet Al Maiyya village, as well as construction of retaining walls where needed. The target road segments are: Um Lasafa internal roads, 640 meters; and Um Lasafa - Khallet Al Maiyya linking road, 960 meters. The project is under design.

24043-12-SW-SA017 Construction of Agricultural Roads in Khursa, Hebron Governorate – \$300,000 (estimated): The project includes the construction of 8.5 km of agricultural roads in Khursa village. The road segments are: Khursa Girls' School – Khallet Abu Salameh Road 6.5 km and Wadi Al Khawazqa Road 2km. The project is under design.

Construction of Six Additional Classrooms and Rehabilitation Works for Khursa Secondary Girls' School in Khursa, Hebron Governorate – \$200,000 (estimated): This project includes the construction of six additional classrooms with a staircase on the first floor of the school's left section, construction of a new drinking fountain and maintenance of the old one, transforming two classrooms in the ground floor of the school's left section into a science lab as well as two classrooms in the ground floor of the school's right section to a sanitary unit and the old sanitary unit into a storage room, installation of steel protection for the ground floor of the school's left section and protection rail for the first floor of the school's right section. Works also include fencing around the school building, asphaltting the upper play yard. Also planned are installation of marble for the stairway that links the upper to lower play yards as well as marble with railings for the stairs and corridors in the ground floor of the school left building, painting the front school premises (corridors, windows, doors and external columns), rehabilitation of the current school canteen and installation of a sound system for the entire school premises. The project is under design.

Rehabilitation of Khursa Secondary Boys School in Khursa, Hebron Governorate – \$100,000 (estimated): The project includes the installation of

science benches in the current science lab, a sunshade in the lower play yard, steel protection for the ground floor and a sound system for the entire school premises. It also includes construction of flower boxes with footpaths, stairs between the lower and upper play yards with steel rails, boundary and retaining walls with fencing, painting the front school premises (corridors, windows, doors and external columns), and fixing and installing external fences. The project is under design.

Rehabilitation of Khursa Primary Girls School in Khursa, Hebron Governorate –\$37,000 (estimated): The project includes asphaltting the school play yard, installing steel rails for the school's two external stairways, and fixing the steel rails of the main school internal entrance. The project is under design.

Rehabilitation of Dahr El Barasheesh Road in Beit Ummar, Hebron Governorate – 448,520 NIS (contractual): The project includes rehabilitation and asphaltting of 1 km of roads that link the town center and the surrounding area of Thahr Al Barasheesh, the spreading of a base course layer of 8 meters, asphaltting of the roads with 6 meters and rehabilitating some of the current existing road shoulders. The project is ongoing at 10% completion.

Rehabilitation of Amadabe' Road in Beit Ummar, Hebron Governorate – 325,500 NIS (contractual): The project includes rehabilitation and asphaltting of 800 meters of roads that link the town center and the surrounding area of Amadabe', the spreading of base course layer with 8 meters, asphaltting the roads with 6 meters and construction of retaining walls, concrete shoulders and road painting. The project is ongoing at 10% completion.

Reconstruction of Six Classrooms for Safa elementary Boys School in Beit Ummar, Hebron Governorate – \$300,000 (estimated): The project includes the demolition of the old school building, construction and finishing of six classrooms and a staircase, with an approximate area of 600 meters square. The project is under design.

Finish a third floor in Beit Ummar Youth Club, Hebron Governorate – \$70,000 (estimated): The project includes finishing works like plastering, electrical, mechanical, aluminum, tiling and painting works, installation of new elevator and a kitchen, construction of two sanitary units and installation of a toilet for handicapped. The project is under design.

Construction of a Health Center in Marah Rabah, Bethlehem Governorate – \$200,000 (estimated): The project includes the construction of a building consisting of a basement and a ground floor with a staircase, with a total area of 375 m² total. The proposed center will have a clinic of two floors, built according to MoH standards, and will contain a multipurpose hall in the basement, as well as a children's clinic, a women's clinic, a laboratory, maternal care facilities and vaccination facilities in the ground floor. The project also includes some external works like tiling, boundary walls and a septic tank. The project is under design.

Rehabilitation of Internal Roads in Marah Rabah, Bethlehem Governorate – \$275,000 (estimated): The project includes the rehabilitation of two priority roads in the village. The first road leads to the Village Council and the kindergarten and needs stone walls, sidewalks, asphaltting and base course. It is 400 meters in length with an estimated cost of \$85,000. The second road, called Al Sha'ab road, is 900 meters in length and needs stone walls, concrete walls, sidewalks, asphaltting and base course with an estimated cost of \$190,000. The project is under design.

Construction of a Community Center in Marah Rabah, Bethlehem Governorate- \$160,000 (estimated): The project includes the construction of a building that will be run and maintained by the women's center and the youth club in cooperation with the village council. The project will provide enough space to hold various women's and youth activities, social meetings and other community activities. The land is available and owned by the village council. The project is under design.

Rehabilitation of internal roads in Tuqu', Bethlehem Governorate – \$150,000 (estimated): The project includes rehabilitation and asphaltting of Al Maniya internal road leading to clinic center 1,100 meters. The project is under design.

Rehabilitation of main roads in Tuqu', Bethlehem Governorate- \$180,000 (estimated): The project includes rehabilitation and asphaltting of the eastern entrance of Tuqu - totaling 1,600 meters in length. This road also leads to the schools. The project is under design.

24043-12-SW-SA001 Construction of additional classrooms and a sanitary unit at Al Huriyyeh Primary Co-educational School in Tuqu', Bethlehem Governorate – \$260,000 (estimated): This project includes construction of an additional second floor which contains eight classrooms, rehabilitation of a ground floor to accommodate a science lab and administration room, rehabilitation of first floor to accommodate a teacher's room and a computer lab, and construction of a sanitary unit. The project is under design.

24043-12-SW-SA002 Construction of Additional Classrooms and Rehabilitation of Tuqu' Secondary Girls' School, Bethlehem Governorate- \$170,000 (estimated): This project includes the construction of four additional classrooms as well as a sunshade and some internal rehabilitation. The project is under design.

Rehabilitation of Internal Roads in Al Burj and Al Bira, Hebron Governorate – \$700,000 (estimated): The project includes the rehabilitation and asphaltting of about 7 km of internal roads in Al Burj and Al Bira village with average asphalt (4 meters), base course (6 meters) and construction of retaining and stone walls where needed. The proposed road segments are: Al Majles Road, 580 meters; Ad Deiwan, Road 130 meters; Al Bira School Road, 440 meters; Ard Al Madares Road, 1,400 meters; Beit Mirsim Road, 800 meters; Shalash Road, 800 meters; Wadi Al Miqata' Road 260 meters; Girls' School Road, 1,000 meters;

Al Mughrabi Road, 940 meters; and Wad Al Muhami, 1,000 meters. The project is pending the recruitment of an engineering office by CHF for completion of designs.

Construction of a Secondary Boys' School in Ar Ramadin, Hebron Governorate – \$630,000 (estimated): The project includes the construction and finishing of nine classrooms, one administration room, science and computer labs, teachers' room, canteen, sanitary unit, septic tank, drinking fountain and other external works including a playground and construction of boundary and retaining walls. The project is under design.

Construction of a Community Center in Ar Ramadin, Hebron Governorate \$265,000 (estimated): The project includes the construction and finishing of a community center to host a meeting hall, youth club, library, computer lab and a health clinic as well as septic tank, boundary and retaining walls and rehabilitation of the area around the new construction. The project is pending because the project land is not currently available. However, the village council is working on identifying a suitable location for the center.

4.4 Quality Control and Assurance

Quality control is assured by LGI throughout all stages of project implementation. During the design stage, a close review of all tender and design documents will be conducted by the LGI Design Review team, in coordination with the construction management team. This process ensures quality management and assurance of all projects, structural safety, and compliance with Program requirements. A pre-project review is also conducted to ensure compliance with environmental and disability standards.

During the implementation of the projects, quality control will be ensured through:

- Submission of a safety plan by the Contractor, which is reviewed and approved by the LGI team.

- Contractor submittal of quality tests according to standards set for each material upon delivery to the site prior to use of the material. (For instance all floor tiling must pass the strength and absorption tests prior to approval for use).
- On site tests required in the contract documents, such as compressive strength tests for concrete and compaction tests for backfilling.
- Ensuring the use of formal documentation and reports during project implementation.
- Measurement and approval of works on site according to required Palestinian standards.
- Ensuring a high standard of workmanship and use of high quality, local materials where available.
- Review of the environmental soundness of projects.
- Review of the design to ensure accessibility for the disabled and compliance with disability policies and laws.
- Substantial handover of the site in accordance with drawings and technical specifications to ensure completion is done according to the beneficiary/end-user needs.
- Development of operations and maintenance plans, and training/capacity building (if required) for the beneficiary partner to ensure proper systems for operation, maintenance and sustainability of the infrastructure intervention.
- Quality control measures outlined above are applied to projects falling under both Objectives 1 and 2 of the LGI Program.

OBJECTIVE 2 *Enhance the impact of USAID sector-specific programs and priorities through the provision of high priority infrastructure*

Objective 2 projects aim at enhancing the impact of USAID programming in sectoral areas and are identified on an ongoing basis by USAID in coordination with other implementing partners. Current projects under Objective 2 include a number of youth

club projects in addition to schools and roads in Area C and several stand-alone project interventions. Objective 2 projects are phased into the Program on a rolling basis, with a total of 54 projects planned over the Program lifetime. The final number of implemented projects under this objective will depend on USAID requests and approvals.

As highlighted above, Objective 2 projects are identified and recommended by USAID on an ongoing basis in coordination with implementing partners. Once an Objective 2 project is recommended, it is reviewed jointly with USAID and the requesting agency prior to approval.

During the first year of the Program, Objective 2 projects included 13 youth club projects, which were recommended by the USAID Education Office in cooperation with the Ministry of Youth and Sports and Ruwwad Program A number of school projects, prioritized by the Ministry of Education and Higher Education (MoEHE) in areas A and B and subsequently approved by USAID, were originally included but later dropped as funds were shifted to nine Area C projects. Designs were completed for all of these sites by the end of the third quarter and will be subsequently handed over to the MoEHE. Project descriptions for these schools can be found in the third quarterly report. A total of nine Area C projects were recommended by USAID as part of a larger Area C initiative implemented under a joint initiative with the Ministry of Education and the U.S. Department of State/Office of the Special Envoy for Middle East Peace (SEMPE). In addition, four stand-alone projects in various sectors were approved to support USAID work with the Nablus and Jenin Governorates and in Hebron and Jerusalem.

Accomplishments during the first year of the Program included completion of 12 out of 13 Youth club projects and completion of 13 designs for the school projects in areas A and B, which will be handed over to the MoEHE for utilization, as implementation support will not be available through the program since program funds were shifted to Area C projects as mentioned previously. Facilitation of Area C project

permits commenced in May, 2011 in coordination with the SEMEP team and USAID. The four stand-alone projects with different scopes were proposed by USAID and design work has commenced. Details of each project are included below.

7.1 MoEHE School Projects

24043-11-NW-SA002 Construction of Six Additional Classrooms and other Facilities in Jalqamous Secondary Boys School in Jalqamus, Jenin Governorate - \$255,000 (estimated): The project will include the construction of three additional floors with six classrooms, a library, a computer laboratory a science laboratory and landscaping. The project design was completed and will be handed over to the MoEHE.

24043-11-NW-SA003 Construction of Six Additional Classrooms and a Staircase in Qiffin Secondary Girls School in Qaffin, Tulkarm Governorate - \$150,000 (estimated): The project will include the construction of two additional floors with six classrooms and a staircase. The project design was completed and will be handed over to the MoEHE.

24043-11-NW-SA004 Construction of Four Additional Classrooms and Other Facilities in Borhan Kamal Primary Boys School in Nablus, Nablus Governorate – \$165,000 (estimated): The project will include the construction of an additional floor with four classrooms, a multipurpose hall, a counselor room and a canteen. The project design was completed and will be handed over to the MoEHE.

24043-11-NW-SA005 Construction of Five Additional Classrooms and Other Facilities in Jamal Al Masry Secondary Girls School in Nablus, Nablus Governorate – \$240,000 (estimated): The project will include the construction of an additional floor with five classrooms, a computer laboratory, hall, a counselor room, two toilets and a canteen. The project design was completed and will be handed over to the MoEHE.

24043-11-NW-SA006 Construction of Six Additional Classrooms and Other

Facilities in Salem Secondary Girls School in Salem Village, Nablus Governorate - \$165,000 (estimated): The project will include the construction of a horizontal extension to the existing floor and an additional floor over this extension and the existing floor with six classrooms, a library and a staircase. The project design was completed and will be handed over to the MoEHE.

24043-11-CW-SA001 Construction of Five Additional Classrooms and Other Facilities in Bel'in Secondary Girls' School in Bil'in, Ramallah and Al-Bireh Governorate – \$400,000 (estimated): The project will include the construction of five additional classrooms to house students from grade 1-5. Other facilities to be constructed include a library, a science laboratory, an advisor room, a multipurpose room, a technology lab and a storeroom. The project design was completed and will be handed over to the MoEHE.

24043-11-CW-SA002 Construction of Three Additional Classrooms, Other Facilities and External Works in Deir Qaddis Primary Girls School in Deir Qaddis, Ramallah and Al-Bireh Governorate - \$240,000 (estimated): This project will include the construction of three additional classrooms to house students from grade 7-9. Other facilities such as a multipurpose room, an arts and crafts room, a library, a computer lab, a technology lab, retaining walls and sidewalks will also be constructed. The project design was completed and will be handed over to the MoEHE.

24043-11-CW-SA003 Construction of Six Additional Classrooms in Ar-Ram Secondary Boys School in Ar Ram, Jerusalem Governorate - \$220,000 (estimated): This project will add six classrooms to the existing Al Ram boys' school. The extension will be constructed horizontally, with a total space of 450 square meters. The project design was completed and will be handed over to the MoEHE.

24043-11-CW-SA004 Construction of Six Additional Classrooms and Other Facilities in Al Judeira Primary Girls School in Al Judeira, Jerusalem Governorate - \$300,000 (estimated) This project will include the construction of six additional classrooms, a library, an arts and crafts room, and a connection network for a computer lab. The area to be constructed is approximately 600 square meters. The project design was completed and will be handed over to the MoEHE.

24043-11-SW-SA003 Construction of Five additional Classrooms, Other Facilities and External Works in Hitta Primary Coeducational School in Hitta, Hebron Governorate - \$220,000 (estimated): The project will include the construction of an additional first floor on the current ground floor with five classrooms, a science lab and a computer lab. Boundary walls with a fence at the southern part of the school will be constructed and steel protection will be installed for the existing ground floor along with the new floor. A slab on grade will also be constructed around the school building and a portion of the external play yard will be asphalted. The project design was completed and will be handed over to the MoEHE.

24043-11-SW-SA004 Construction of Nine additional Classrooms and Other Works in Ali Sleefan Secondary School for Boys in Ash Shuyukh, Hebron Governorate - \$320,000 (estimated): This project will include the construction of an additional first floor on the current school building with nine classrooms and installation of aluminum windows for the school corridors on the ground floor. The project design was completed and will be handed over to the MoEHE.

24043-11-SW-SA005 Construction of Four Additional Classrooms and Two Staircases in Al Taqwa Primary School for Boys in Bani Na'im, Hebron Governorate - \$180,000 (estimated): The project will include the construction of an additional floor with four classrooms and two staircases. The project design was completed and will be handed over to the MoEHE.

7.2 Youth Clubs

24043-11-NW-SA007 Rehabilitation Works for 'Azzun Youth Club in Azzoun, Qalqiliya Governorate – 319,240 NIS (contractual, final dollar amount is pending): The project included casting of the external ground space, construction of an agricultural basin and installation of external steel gates in addition to roofing for the upper floor. The project is complete and has created 44 temporary jobs and 626 job days. It also benefited a total of 461 males and 320 females.



Azzun Youth Club during rehabilitation works



Newly constructed sanitary units at Azzun Youth Club after completion of works



Newly constructed floor at Azzun Youth Club after completion of works

24043-11-NW-SA008

Rehabilitation Works for Al Jalama Youth Club in Al Jalameh, Jenin Governorate –\$1,133: This project included painting for the computer lab and replacement of tiles in the bathroom facilities of the club. In total, six rooms were targeted and the project included painting for 270 square meters. The maintenance works of this project will allow members of the youth club to enjoy use of cleaner sanitary facilities and will generate activities for youth related to computers and e-learning. The project is complete and has created 28 person days of employment for 6 skilled and 1 unskilled workers. The total number of beneficiaries is 837, of which 487 are male youth, 50 are female youth, and 300 are children.

24043-11-NW-SA009 Rehabilitation Works for the Women’s Committee Youth Club in Sabastya, Nablus Governorate – \$10,076: This project included maintenance and plastering of the internal walls, ceilings, wooden doors and windows. Windows were repaired and new metal bars were fixed for both windows and doors. This project creates a better, healthy and more effective place which motivates young people to work in and increases the number of activities for participants, thus benefiting more people. This project allows the club to conduct meetings and workshops in its facilities; it encourages women, youth, and children to participate in social and educational events. It also provides a place for the old, young, and women to gather and hold awareness and health trainings, and provides

computer skills training to the parents, students, and employees. This project is complete and has created 138 person days of employment for 9 skilled and 3 unskilled workers. The total number of beneficiaries for this project is 2600, from which 230 are men, 300 are women, 800 are male youth, 1000 are female youth, 130 are male children, and 140 are female children.

24043-11-CW-SA007 Construction of Bleachers for the Soccer Field of Qarawat Bani Zeid Youth Club in Qarawat Bani Zeid, Ramallah and Al-Bireh Governorate – \$84,2254: This project included the construction of bleachers, a fence, a stage, a water drainage system, sidewalks and retaining walls along with the installation of lights and a gate. The project provided general rehabilitation of the soccer field of Qarawat Bani Zeid Youth Club. The project will provide a better and safer playground for the youth from Qarawat Bani Zeid community and the surrounding communities. This project is complete and has created 368 person days of employment for 27 skilled and 6 unskilled workers, including community contributions of time and labor. The total number of beneficiaries is 1400, of which 200 are adult males, 400 adult females and 800 male youth.

24043-11-CW-SA008 Construction of Two New Floors for Biddya Sport Club, Salfit Governorate – \$91,286: This project included the removal of the existing club building – by the club -- and construction of a new ground and first floor with an area of 200 square meters. The project will provide the youth with a suitable, better and safer space to hold their various activities. The project is complete and has project created 1,112 person days of employment for 31 skilled and 33 unskilled workers, excluding community contributions of time and labor. The total number of beneficiaries is 3,501 from which 1821 are male youth and 1680 are female youth.

24043-11-CW-SA010 Rehabilitation Works for ‘Ein as Sultan Refugee Camp Social Youth Center in ‘Ein as Sultan Refugee Camp, Jericho Governorate – 317,899 NIS (contractual, pending final dollar value): This project included general maintenance for the

club building including roof insulation, windows, doors, painting works, construction of a computer lab, and some external works including paving the playground and pathways. The project is complete and has created 19 temporary jobs and 535 job days. It also benefited a total of 300 males and 100 females.



Rehabilitation works at Ein as Sultan Camp Social Youth Center



Ein as Sultan Youth Club after the completion of rehabilitation works

24043-11-CW-SA009 Rehabilitation of the Existing Ground Floor and Construction of a First Floor for Qaddura Youth Club in Qaddura Refugee Camp, Ramallah and Al Bireh Governorate – 266,145 NIS (contractual, pending final dollar value): This project

included the rehabilitation of the existing building including painting, rehabilitation works for the kitchenette and sanitary units, in addition to the construction of an additional floor with an area of 130 square meters to be used as a multipurpose hall. A changing room and sanitary unit were constructed to serve sports activities and the popular dance troupe. The project is complete, and has created 28 temporary jobs and 422 job days. It also benefited a total of 182 males and 98 females.

24043-11-CW-SA011 Rehabilitation Works for Silwad Youth Club in Silwad, Ramallah/Al Bireh Governorate – \$47,135: The project included the general maintenance of the building, including work on the sanitary units, painting doors and windows, and pointing of stone. Work also included fixing a fence over the wall. The project is complete, and created 33 temporary jobs and 737 job days. It also benefited a total of 1,000 males and 500 females.

24043-11-SW-SA008 Rehabilitation Works for Tarqumiya Youth Club in Tarqumiya, Hebron Governorate - \$28,577: This project included the installation of a sunshade and construction of a new outdoor toilet facility. Additionally, internal works included the addition of a new steel skeleton and sunshade, general painting, maintenance of the electrical and water networks, installation of wooden wall belts for the hallway and insulation for the club's roof. The project will impact the entire population of Tarqumiya Village where the affiliated members will enjoy using a healthy, accessible and well ventilated facility. Additionally, people with disabilities will freely access the club premises and participate in its activities, thereby increasing the community integration. Moreover, the entire community will enjoy using the external yard for public activities; as a result they will be relieved of the rental cost for any private hall in the village. The project is complete and has created 356 person days of employment for 21 skilled workers. The total number of beneficiaries is 1,630 individuals from which there are 350 men, 80 women, 500 male youth, 120 female youth, 380 male children and 200 female children.

24043-11-SW-SA009 Rehabilitation Works for Husan Sports Club in Husan, Bethlehem Governorate - \$15,714: This project included the installation of steel protected lamps and a stair rail, as well as the construction of a slab. Additionally, internal works included painting, installation of wooden wall rails in the hallway, maintenance of the electricity network, installation of white boards, and skirting. This project creates a better, healthy and more effective place which motivates young people to work. It also increases the number of participants and citizens in conducting activities and thus benefits more people. The work, which will give a better image to the club, will then encourage other organizations and associations to use it as a venue for their project's activities in the newly rehabilitated hall, multipurpose room and health units. The project is complete and created 216 person days of employment for 11 skilled and 4 unskilled workers. The total number of beneficiaries is 949, of which 235 are men, 52 are women, 310 are male youth, 42 are female youth, 245 are male children and 62 are female children.

24043-11-SW-SA011 Rehabilitation Works for Halhul Youth Club in Halhul, Hebron Governorate - \$17,1587: This project included tiling, construction of boundary walls and installation of a steel fence. Additionally, internal works included installation of toilets, construction of a kitchen, painting, electrical works and installation of windows. The project will impact the entire population of Halhul village where the affiliated members will enjoy a healthy and well ventilated sanitary unit. In addition, the club will be protected and have clear boundaries rather than overlapping with neighbors. Also, the intervention will reduce the number of accidents that usually occurred due to the un-rehabilitated entrance and the stones that fall down from the adjacent steep ground at the entrance of the club. This new rehabilitated club will motivate young people to work in and increase the number of participants in activities. It creates a more acceptable and highly regarded image of the Club and encourages its use by other organizations and associations for their projects and activities. The project is complete and created 323 person days of employment for 11 skilled and 5 unskilled workers. The total number of beneficiaries is 947, of which

240 are men, 45 women, 320 male youth, 45 female youth, 235 male children, and 62 female children.

24043-11-SW-SA013 Rehabilitation Works for Al Fawar Refugee Camp Social Youth Center in Al Fawar Refugee Camp, Hebron Governorate – \$23,696: This project included general maintenance of the building, painting, installation of windows, installation of doors, construction of concrete screed and roof insulation. Some external maintenance works were also completed. The project will impact the entire population of Al Fawar Refugee Camp where the club members will enjoy healthy and well ventilated premises. In addition, people with disabilities will freely access the club premises and participate in its activities; as a result, their community integration will be boosted. The project is complete and created 200 person days of employment for 21 skilled and 2 unskilled workers, excluding the community contributions of time and labor. The total number of beneficiaries is 910 individuals from which there are 240 men, 50 women, 300 male youth, 40 female youth, 220 male children and 60 female children.

24043-11-SW-SA014 Rehabilitation Works for Al 'Arrub Refugee Camp Social Youth Center in Al 'Arrub Refugee Camp, Hebron Governorate – 155,732 NIS (contractual, pending final dollar value): This project included the general maintenance of the building including doors, windows, and the electricity network, as well as installation of a fence and construction of a new floor for the main hall of the club. The project is complete, and created 35 temporary jobs and 319 job days. It also benefited a total of 1,020 males and 630 females.



USAID Plaque highlighting the Rehabilitation works at Al 'Arrub Social Youth Center

7.3 Area C School Initiatives



Construction of an additional floor and finishing works for Ad Deirat Co-Educational School in Area C



Field engineer, fellows, and contractors at Al Buweib Co-Educational School in Area C



Students at Ad Deirat Co-Educational School in Area C

Al Maniya Coeducational School in Bethlehem Governorate – 541,709 NIS (contractual). This project will provide rehabilitation works for the entire facility and grounds of the school site. The project is under implementation with 80% completion.



Rehabilitation works of Al Maniya Secondary Co-Educational School

Ad Deirat Coeducational School in Hebron Governorate – 917,136 NIS (contractual) This project will result in the construction of an additional floor in addition to renovation work for the school. The project is under implementation with 20% completion .

Al Buweib Coeducational School in Hebron Governorate – 642,392 NIS (contractual): This project will result in the construction of four classrooms and general renovation works for the site. The project is under implementation with 20% completion.

Khalid Bin al Waleed Basic School in Fasayal al Fouqa, Jericho Governorate - \$500,000 (estimated): This project is under review by USAID and may be cancelled since the partner secured other funding.

Fasayel Access Road Serving Khalid Bin al Waleed Basic School in Fasayal al Fouqa, Jericho Governorate - \$250,000 (estimated): This project, linked with the one above, is under review by USAID and may be cancelled since the partner secured other funding.

Dhafer Al 'Abed Primary Coeducational School in Jenin Governorate – 1,648,736 NIS (contractual): This project will result in the construction of eight additional classrooms for the school. The project is under implementation with 10% completion

Salahdin Elementary Boys' School in 'Anata, Jerusalem Governorate - \$350,000 (estimated): This project will result in the construction of additional classrooms for the school. The building license is expected

in mid-October. The project is tendered, evaluated and submitted for vetting. An implementation schedule will be reviewed with USAID.

Az Zeer Secondary School for Boys in Janata, Bethlehem Governorate - \$400,000 (estimated): This project will result in the construction of six additional classrooms and renovations for the existing building. The building license was received in mid-September. The tender is evaluated and ready to award upon review of the implementation schedule by USAID.

Al Jalazun Access Road Serving two UNRWA schools in Al Jalazun Refugee Camp, Ramallah/Al-Bireh Governorate - \$190,000 (estimated): This project will result in the rehabilitation of the existing road in Jalazoun camp, connecting two UNRWA schools. Permitting processes are still ongoing.

OBJECTIVE 3: Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices.

Under this objective, LGI will undertake interventions to meet the varied capacities of all targeted LGI partner LGUs in order to enhance their capacity, further develop institutional structures and setup, and provide skills enhancement trainings to their local government staff and community representatives, in addition to developing and institutionalizing tools and mechanisms to support citizen engagement in the governance processes. All of the above will be undertaken with the aim of improving LGU service delivery mechanisms so they can engage with their constituents in a manner that fosters a culture of transparency, accountability, and democratic participation, thereby setting the foundations upon which effective democratic local government institutions are built.

LGI will design and implement varied packages of applicable interventions for all of the LGUs targeted under Objective 1, with a main focus on 30 LGUs herein

referred to as potential Centers of Governance Excellence (CGE). In total, 24 of the 30 identified LGUs have been supported by the USAID-funded Local Democratic Reform (LDR) program showing significant institutional reform and progress that merit further investment towards achieving higher levels of good governance excellence. They have been selected in consultation with USAID and the MoLG, based on several criteria listed in previous sections. The remaining six proposed LGUs have been selected based on a preliminary assessment reflecting good potential for enhanced governance performance, demonstration of effective moderate leadership, level and quality of services provided to citizens, commitment to good governance practices and participatory methods to achieve sustainable governance, demonstrated focus on innovation in governance, potential for external leveraging, geographic distribution, cohesion with MoLG amalgamation plans, and the ability to serve a wide range of constituents. As highlighted in Section 4.1, the proposed list of 30 potential CGE was finalized and sent to USAID during the last quarter of the first year of the program for approval.

These potential CGEs are considered pilots of LGI introduced to test best practices for institutional capacity building, and transparent and accountable leadership models. The success of the support initiatives implemented in these LGUs could be rolled out to other potential LGUs, expanding the impact and positively affecting the local governance sector as a whole.

Activities under Objective 3 will be grouped under three main components:

- ◆ Component A: Community Planning
- ◆ Component B: Participatory Governance
- ◆ Component C: Institutional Development

The three components are integrated and not distinct from each other. Certain sub-activities will fall distinctly under one of the main components, but others will respond to multiple objectives. Also, the participatory approach and methodologies adopted by LGI are themselves important sub-activities and serve as laboratories for training and capacity-

building which contribute to the achievement of each of the three components towards meeting the objectives and overall goal of the program.

- * Planning workshops for vulnerable LGUs;
- * Strategic Development and Investment Planning; and
- * Physical and Spatial Planning.

8.1 Component A

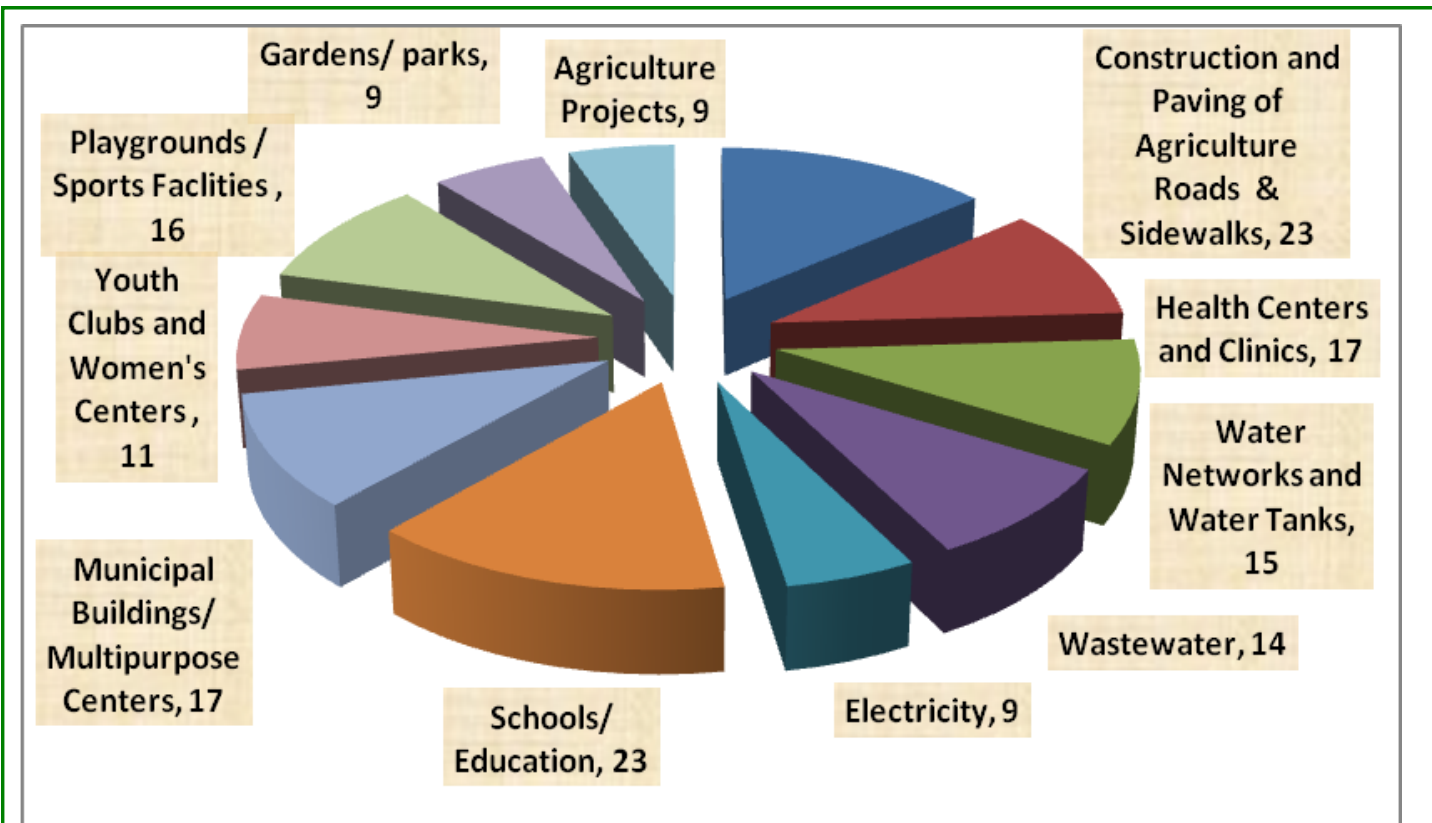
The main purpose of this component is to promote and institutionalize community planning and citizen democratic engagement processes as an adopted approach by the Palestinian local governance system. In support of this approach, the LGI program will utilize the Strategic Development and Investment Planning (SDIP) methodology and Spatial Planning at the community level, as adopted and rolled out by the MoLG.

Participatory planning methodologies, transparent implementation mechanisms and effective relevant tools will be utilized in the identification and implementation of initiatives under this component. All Objective 1 communities, including potential CGE and vulnerable communities will be targeted with the aim of enhancing their capacity in actively engaging their constituents in the allocation and use of local resources, meeting long term strategic development needs, as per the set priorities, in a highly transparent and participatory manner. In addition, in order to ensure that the extensive planning processes are not taking place in a vacuum, and to foster linkages across program interventions, LGI will use the results of various planning processes⁴, as relevant to the objectives of enhancing municipal services and improving the quality of life for Palestinian citizens in determining the packages of interventions and infrastructure projects to be supported by LGI. The different types of planning mechanisms utilized will include:

While the SDIP process, outlined in greater detail below, will be carried out in larger and generally more urban communities, LGI recognizes the need to undertake a similar participatory community planning and visioning process in all Objective 1 communities. This process will be guided by relevant and adapted aspects of the SDIP methodology to target communities with lower capacity and resource levels, while maintaining the key elements that make the SDIP process successful. These aspects include community involvement in visioning, in the identification of priorities, and in the strategic planning that incorporates linkages from the community level to the national level and complements national and district level priorities. A total of 72 participatory planning workshops took place in 38 vulnerable communities/Clusters of communities across the West Bank.

As a result of these workshops, packages were developed highlighting infrastructure priorities. A wide range of projects were identified by communities, as highlighted in the chart on the following page:

^{*4} The interventions and list of infrastructure projects to be implemented in each community will be identified following the implementation of Strategic Development and Investment Planning (SDIP) (16 potential CGE), or the outcomes of the Planning Workshops for Vulnerable LGUs (all vulnerable communities from the ARIJ study), or using already finalized SDIP plans completed by USAID-funded LDR program, MDLF or other entities working with LGUs.



For all regions, schools/education initiatives were the top choice of infrastructure initiatives, selected by 22 out of 24 communities for inclusion in proposed packages, followed by construction of roads and agricultural roads, selected by 21 out of 24 communities. Although water projects were identified in many communities as priorities, issues with licensing and permits prevented inclusion in most of the packages. Electricity projects were not a main priority, proposed in only one location. Looking at community facilities, including women's, youth and sports centers, 20 out of 24 communities included them as priorities. It should be noted that sports facilities – identified in many sites through initial discussions - were frequently dropped in favor of other urgent needs.

By region, the North West Bank communities favored playgrounds and sports facilities followed by schools/educational facilities. In the center, community facilities were the top priority. While educational facilities were usually included, they were not always top priorities. In the South, three out of 12 communities selected roads and agricultural roads as their top priority and four out of 12 communities selected schools/educational facilities.

These planning workshops utilized six main steps, taking an average of nine weeks to complete. Prior to commencing the steps below, the LGI team held an introductory meeting between LGI and the LGU and/or Joint Service Council (JSC) in the selected community/cluster to introduce the program objectives and seek the commitment of the LGU to engage with LGI and community members in the processes of project selection, design, implementation, and maintenance and operations. Following that, the following process was utilized:

1. Open community meeting to introduce LGI: In coordination with the LGU, LGI held an open community meeting to introduce the program's objectives and approach. Nominations of community members to participate in the workshops were solicited with an aim to select a broad spectrum of community members, including women, youth, and representatives from civil society and the private sector.

2. Identify community and intervention area vision: In coordination with the LGU, LGI hosted a one-day Community and Intervention Area Visioning Workshop with nominated participants. Participants were informed about national and sectorial objectives and priorities related to the development of infrastructure and provision of basic services in their community. LGI facilitated the development of Five Year Visions for primary intervention areas and an overall vision for the community.

3. Identify infrastructure needs in intervention areas: LGI facilitated a series of half-day workshops, one for each intervention area. Participants from the larger group who participated in the visioning exercise were divided among the intervention areas. Sector-specific stakeholders were invited to lend their knowledge to the deliberations. The outcome of these workshops was to identify the basic infrastructure facilities that must be built or renovated in order for the community to turn their vision into reality. Participants developed 5 Year Community Infrastructure Plans for each intervention area. LGI encouraged participants to think about the linkages between projects -- such as roads and sidewalks that provide access to a school, or a water network that provides water for a health clinic. Participants were also encouraged to think about their list of projects in light of district and LGU priorities as well as planned projects and existing infrastructure facilities in nearby communities. Relevant feedback on feasibility and areas for follow-up was incorporated into the planning process. For clusters of communities, the aim of these workshops was to identify basic infrastructure that can jointly serve members of multiple villages in the catchment area.

4. Project prioritization and selection workshop: The core group of community participants then came back together to present their sector-specific Infrastructure Plans. Participants assigned weights to the

criteria based upon the specific circumstances and needs of the community. LGI assisted participants in applying the criteria and considering opportunities for integration of projects and greater impact, in selecting the 2-4 priority projects to include in the LGI Package.

5. Confirmation of district and local commitment to support projects: LGI supported partner communities in sharing their proposed LGI packages with district and local level representatives to ensure that selected infrastructure projects are in line with district level priorities, that any costs associated with the infrastructure facility operations would be financed by the relevant entities, and that applicable maintenance costs would be financed by the LGU/District or National Ministries. If the proposed project was not able to obtain the commitment of the relevant government entity to fund regular operations and maintenance, the community selected another priority project from its infrastructure plan for inclusion in the LGI package.

Approval of LGI packages: LGI technical staff, LGU engineers and relevant ministry engineers conducted a preliminary evaluation/assessment of the projects to estimate project budgets, appropriateness of proposed sites, time and technical assistance needed for design preparation, length of time needed for implementation and considerations for the timing of construction (i.e. school schedules, Ramadan, agricultural harvesting). The LGI package was then submitted to USAID for approval and upon approval entered the infrastructure project cycle. Package sizes averaged \$730,000 and aim to provide depth of impact in a community/cluster, while also enabling LGI to benefit an optimal number of communities throughout the West Bank.

The overall proposed schedule of nine weeks was short enough to facilitate rapid project identification and detailed enough to enable participatory identification and prioritization of community projects that feed meaningfully into broader strategic planning frameworks and will be supported by district and national resources. It also allowed communities to achieve the first few vital steps in the SDIP process as outlined by the MoLG, including development of a community vision, sectoral goals and sector specific infrastructure needs investment plans.

Under the CHF-implemented LDR program, the more extensive SDIP process was also implemented in 14 LGUs, out of the 30 LGI potential CGE LGUs pending approval. These plans have been published and are being actively utilized by the community and the LGU in designing their development initiatives. The LGI program will build on this work in the coming year, aiming to target SDIP processes in an additional six communities. Work planning for this initiative has commenced.

Complementing the planning work outlined above, LGI will also support physical and spatial planning in three sites during the coming year pending funding situation, building on pilot initiatives conducted under the LDR program in Halhoul and Ya'bad. Work planning for this initiative has commenced.



Photos of residents and children looking at the community planning poster posted on the walls of the village councils



Photos of community members attending and participating in the participatory planning meetings and workshops

8.2 Component B

The Palestinian local government system has recently seen increased emphasis on civic engagement in the governance process. New participatory instruments and mechanisms have been recently introduced in the areas of planning, budgeting, and monitoring and evaluation, all aiming to enhance citizen engagement in the decision making process at the national and local levels. Despite the level of success that has been achieved, participatory governance at the local level still faces challenges, mainly in the areas of sustainability and empowerment of the role of community members in the local governance system. In light of such continued challenges, and over the next four years, LGI will focus its efforts on providing further support to citizen engagement related awareness campaigns, development and promotion of citizen engagement tools and mechanisms, and empowerment of community representatives and vulnerable groups. This support will be integrated holistically in the LGI interventions such as the community planning processes under component A of this objective.

Work with youth groups, local action committees and civil society organizations will be supported. During the first year of the Program, work planning commenced for initiatives under this component, including the continuation of the Youth Shadow Local Councils Initiative, which was successfully launched in 11 sites under the LDR program. It is anticipated that a bridging phase will be introduced during the first quarter of FY 2012 in order to transfer activities over to the LGI program from LDR, which is planned to close in December, 2011. It is also planned to support Community Strategic Planning Committees, which will be established in 6 potential CGE LGUs (during FY2012) through the SDIP process. Under this activity they will be engaged beyond planning. These committees will become the main channel to enhance LGU-citizen dialogue through various activities. Support to local Community Based Organizations in 6-8 locations targeted under Objective 1 is planned for years 3-5 following completion of SDIPs. In the coming year, the LGI program plans support for the Illar Youth Shadow Local Council and the Hebron Pioneers Council, two initiatives which commenced under LDR

and which will be carried forward under LGI. Planning for the bridging phase of the YSLCs and currently supported CBOs has commenced.

Complimentary to this support, the LGI program is also planning public awareness campaigns to enhance awareness of good governance practices beginning in the second quarter of FY 2012. Also, during the upcoming quarter, LGI will work closely with the MoLG to determine a plan for development of tools and mechanisms needed to support civic engagement initiatives. The products developed are planned for utilization by LGUs in order to enhance engagement with citizens and will provide guidance to partner LGUs in actively engaging their citizens, adhering to best practices in citizen engagement and in empowering marginalized groups. Work planning for these initiatives has commenced.

6.3 Component C

LGI will work closely with its partner LGUs towards institutionalization of good governance practices, such as accountability, transparency, efficiency and effectiveness in using resources, and putting the needs of the citizens first. All of these concepts will be achieved through initiatives whose end goal is an improvement in LGU service delivery mechanisms and instruments, as a means of enhancing the efficiency and effectiveness of LGUs in responding to their constituents' needs.

During the fourth quarter of this year, capacity building questionnaires and needs assessment tools were utilized to determine the needs of approved vulnerable LGUs under Objective 1. Assessment visits were conducted to LGUs to assess their training needs. Remaining communities were assessed during the asset mapping workshops conducted by the regional coordinators.

The questionnaires were divided into two surveys, the first aimed at informing LGI staff about the general status of the LGUs, including questions on the number of members, employees, information systems, annual budget and finances, customer services, transparency practices, strategic planning and human

resources, as well as descriptive questions about previous trainings and training needs. The second survey included questions about technical training needs divided thematically into technical skills, general skills, and administrative skills. The second survey was filled individually by members and employees of every LGU. Key skills training needs identified in the assessment included: computer use, accounting, project management skills, GIS systems, and fundraising skills.

Following on the results of the needs assessment, a consultancy to deliver training on Good Governance and Anti-corruption measures for the LGUs approved under Objective 1 was advertised in late June. The training for all Objective 1 locations, conducted by external specialists on governance, was held during July in Jericho during three sessions (July 11-12, 13-14 and 24-25). A total of 73 LGU staff from 36 LGUs participated.



A group photo of the LGI team, LGU representatives and trainers during the good governance and anti-corruption workshop that took place on July 24 & 25, 2011

In the coming year, a number of new initiatives are planned to broaden and deepen institutional development under LGI, final interventions/projects to be implemented will depend on the funding situation as highlighted previously, including:

- Development of a municipal capacity index to provide objective, realistic and timely information about the change in the performance of LGUs;
- Concept development for establishment of One Stop Shops and Automation of Service Delivery in

16 Potential Centers of Governance Excellence, also supported under Objective 1;

- Development of the e-municipality concept through initial assessments, and potential study tours;
- Facilitation of business restructuring and re-engineering of work processes in a total of 8 Objective 1 locations with identification of target sites currently scheduled to take place during the second quarter of FY 2012;
- Development of procurement processes and manuals in 10 Objective 1 LGUs;
- Support to roll-out Human Resource and Payroll Management Solutions (HRMS) in 14 locations with selection of the sites and development of a ToR planned over the course of the year;
- Support to operationalization of financial management packages in six LGUs during FY 2012;
- Training and skills development for LGUs in a broad range of sectors.

Establishment of internal audit departments is also planned under LGI, but not during the coming year. For all of the activities listed above, work planning commenced during the fourth quarter of the first year.

OBJECTIVE 4 *Enhance the capacity of the MoLG to assume its regulatory, policy development, sector strategic planning, guidance and monitoring roles.*

The MoLG is the key national entity responsible for leading the local government sector. Its mandate is to develop relevant regulations and bylaws governing the sector, policy formulation, regional planning, and guiding and monitoring of LGU affairs. Under this objective, LGI will provide support to the MoLG in assuming its leading role in the local government sector through initiatives which focus on developing policies that are responsive to the implementation of both the Cross-Sectoral plan and the Minis-

try's strategic plan, building the capacity of the staff and undertaking institutional development efforts. Activities under this component are scheduled to begin in the first quarter of FY 2012.

OBJECTIVE 5: Generate employment opportunities and build the capacity of the Palestinian construction sector through the construction of infrastructure projects.

Skills training for the construction sector will focus on a contractor training series and the Engineering Fellows Program, a job-placement and on-the-job capacity building initiative for recent graduates of engineering programs. In addition, the program will focus on tracking employment created through temporary jobs created during implementation of engineering designs and infrastructure projects. Local material use is prioritized through use of tailored bidding documents; labor intensive methods of construction are utilized when appropriate to the context to also maximize employment.

10.1 Engineering Fellows Program

LGI is committed to increasing employment opportunities for recent engineering graduates. According to EAJC statistics, more than 65% of recent engineering graduates are unemployed, unable to meet the requirements for the job market. Recognizing the need to prepare recent graduates for meaningful employment opportunities, LGI in partnership with EAJC is building the capacity of recent engineering graduates through their participation in the Engineering Fellows Program.

Under this Program, 230 paid work placements will be provided under a sub grant to the Engineers Association Jerusalem Center (EAJC) for recent engineering graduates with 1-3 years of experience. Through their participation in the Program, the fellows receive on-the-job training and mentoring from senior engineers enabling them to build their credentials in the engineering field. Fellows are assigned to specific tasks under the program and rotate between office

and construction site placements to gain a broad range of skills. Monthly work plans are completed to track activities, work progress and goals of participants. A total of 39 engineering graduates are currently participating in the first year of the Program and will graduate in December, 2011. Interviews for the second round of participants are scheduled for November 2011, pending the funding situation.

Over the course of the first year, Fellow Engineers participated in a training series aimed at building their skills in both technical engineering topics as well as non-technical, job-related skills. Between March-September 2011, they completed the following training schedule.

Workshops

- "Work Place Success" offered by EAJC sub-partner, Education for Employment, during the month of April. Through this 3-part series, the fellows received training in the following areas: researching jobs and careers, writing a resume, networking, career maintenance, personal and professional development and professional business protocols, and professional teamwork.
- Quality Control in Engineering Projects
- Construction Management Basics
- Primavera – Engineering planning software

Upcoming workshops will include: Environmental Impact Assessments, Green Building basics, Utilization of GIS in construction, and Site Safety.

Site visits

- A one day workshop on Environment and Green Building, including a site visit to the Palestine Wildlife Society in Beit Sahour, to visit a green demonstration building.
- A visit to the Church of the Nativity in Bethlehem to review the architectural styles utilized in the structure.
- Several informal site visits in the North West Bank to the SAFEER green building and to a youth club project.
- A site visit to Rawabi City hosted by the Bayti Real Estate Investment Company. The Deputy Manag-

ing Director of Bayti gave a presentation to the fellows on the Rawabi project in general, construction progress and the challenges it faces. The fellows then toured the site where they were introduced to the construction processes on site and technologies used.

- Nabco aluminum company factory visit, Nablus.
- Ductile Pipes Industry/ Dowra factory visit, Hebron.
- Nassar Stones Company factory visit, Bethlehem.

Young Green Engineers Program

Two of the fellow engineers completed a 2-month internship at the Khatib and Alami sustainable division offices in the United Arab Emirates under the Young Green Engineers Program. This program allows Fellows, selected competitively from interested participants, to develop advanced skills in the area of green building. The first month of the training focused on sustainability design fundamentals, completion of a LEED training program, material selection and basic thermal analysis. The second month of the training focused on sustainability project participation. This year's participants assisted on an ES-TIDAMA two Pearl rated mosque (similar to a LEED Silver Rating), implemented in the UAE.

10.2 Capacity of Construction Industry

LGI is providing training to contractors, enabling them to be more effective in pricing and bidding, site management and business management. Capacity building of construction sector participants will improve construction quality and strengthen the sector in general. In particular, the training series will target small-scale contractors. Topics identified jointly with the Palestinian Contractor's Union (PCU) for coverage over the five-year period include: business management, project insurance, pricing and bidding; introduction to software packages relevant to project management; environmental and disability compliance; and site safety. In total, 100 contractors will be targeted through regular training events.

Technical training related to green construction will also take place during the life of the project as outlined in Cross Cutting themes section.

The first three training events on the topic of insurance were held jointly with the Palestinian Contractor's Union on September 19, 20 and 21, 2011. A total of 180 contractors attended.

10.3 Increased Employment Opportunities Provided

LGI also increases employment for the construction sector through short-term job opportunities at infrastructure project sites. Jobs are also created through a 'buy-local' campaign – when local materials meeting standards are available, required contractor use is specified in BoQ documents. Whenever possible, labor intensive methodologies are utilized to increase jobs, particularly for unskilled workers, at project sites.

SPECIAL INITIATIVES AND CROSS CUTTING THEMES

11.1 Green Building

Globally, buildings account for 40 percent of global carbon emissions, making them a major polluter. Building green not only has positive impacts on the environment, but also reduces the running costs of buildings and increases the productivity and health of inhabitants. Recognizing these benefits and the impact that green building can have on the quality of life for beneficiaries, LGI will promote green building techniques and approaches through incorporating cost-effective and easily implemented green building elements into all designs and projects, as well as support pilot green construction projects that incorporate cutting edge technologies adapted to the local context. Green building training for engineers, design firms and contractors will occur during the life of the project.

During the first year of the Program, LGI completed the following activities in support of green building.

Outreach:

- Development of a puppet show (scheduled to

take place during FY 2012) on the topic of green building;

- Production of an original green building comic book, scheduled for completion and printing in early FY 2012. Material was developed locally and field tested with children's focus groups in Mas-ha and Ramallah.
- Development of companion curriculum on green building for grade 7-12 science classes to help students understand the impact that green building has on environmental issues. Modules were drafted and will be presented to the MoEHE for formal review and feedback during the upcoming period.
- Development of green building learning material that will be utilized for peer-to-peer learning initiatives as well as with school-based environmental clubs. LGI met with the management team of the USAID-funded Model Schools Network (MSN) program to discuss how green building educational materials could be integrated into their environmental club initiative, planned for FY 2012. This material was field tested during the fourth quarter at a workshop held at the Safeer Center in Nablus. Approximately 20 youth participated.
- Production of an Arabic language green building informational brochure and English language fact-sheet.

Pilot green construction projects:

- Tendering of a green building design project for Jalqamus community center in Jenin Governorate, and award of the design to a local firm, AEG, in August, 2011.
- Two community workshops held to disseminate information about 'green building' in communities served by the center, and to obtain feedback on the design planning and development. Following the presentation, the community members filled out a questionnaire that aimed at engaging the community in the project's design process through capturing their preferences in terms of the building program, style, outdoor spaces arrangement, finishing colors, etc. A door-to-door community survey was also conducted in the tar-

get locations by Fellow Engineer teams. Participation by multiple stakeholders in building design and implementation is part of an integrative design approach, a key criterion in Green Building processes.

- A third workshop is planned in early October to present the schematic design.
- Development of a sustainable site selection checklist.

Capacity Building:

- Participation of 2 Engineering Fellows in the Young Green Engineers Program (May-June 2012).
- coordination with Najah University in Nablus to involve 5th year engineering students in the design and construction of the Jalqamus project; the project will be utilized as a teaching tool for students at the University. The students will participate in producing energy modeling and environmental impact assessments in addition to preparing sustainable operations plans, comparative studies, and green demonstrations at the site.

In the coming year, the following activities are planned:

- Selection of a site for LEED certification with a focus on public buildings reaching a broad spectrum of the community.
- Development of standard 'green concepts', which can be incorporated into all projects and designs and an accompanying checklist for easy use by design review teams.
- Green building workshop on adaptive re-use and green building to be held on October 18, 2011.
- Green building seminar planned to coincide with International Earth Day 2012.

11.2 Targeting Vulnerable Groups

The LGI Program prioritizes outreach to all segments of local communities, including groups which may otherwise be excluded from participatory planning processes. In this respect, the Program

works closely with local partners to ensure the participation, in particular, of women, youth and the disabled in target communities. The timing of workshops is considered during the planning stages to ensure maximum attendance. In designing infrastructure projects, the needs of the disabled are also considered. Youth participation in planning processes is encouraged and facilitated. In addition, projects targeting these segments of the local population are given special priority. For example, a total of 13 youth center projects commenced, with 12 completed in year 1. During the planning workshops, a number of communities also prioritized community centers, playgrounds, youth centers, multipurpose halls and women's centers as their needed projects. During these planning workshops, 157 youth and 261 women participated.

11.3 Good Governance Themes

Good governance themes will be targeted through all of the work completed under LGI, and will include promotion of transparency in the work of partner LGUs, through the establishment and setup of OSS, procurement and tendering process enhancement, dissemination of public information and related established reporting mechanisms, and created data depositories. The establishment of monitoring and evaluation systems and introduction of automated systems in targeted LGUs will greatly contribute to the overall accountability of the LGUs, both internally and externally. The case management module introduced as part of the EDRMS, will provide a track record of who is doing what and when. The data assurance policies and tools integrated in the automated systems, including the HRMS, documents, records management, and electronic archiving modules of the EDRMS, and the overall MIS integration, will greatly enhance integrity of municipal records. The establishment of internal audit departments within targeted LGUs will minimize corrupt practices within LGUs, including nepotism, favoritism, and other related forms of corruption. Participation will also be targeted as a cross cutting theme, including: ensuring diversity of participation; promotion of LGUs as leaders of sustainable community development; promotion of public-private sector partnerships; transparency; responsiveness; consensus building; promotion

of emerging and moderate leaders; support for reform; and community ownership.

SUSTAINABILITY & OWNERSHIP OF PROJECTS

12.1 Sustainability Planning

Central to LGI is ensuring the commitment and interest from communities and stakeholders in sustaining their community infrastructure projects over the long term. In order to track that commitment, as well as the quality of construction, a sustainability checklist along with maintenance and operations plans and monitoring systems for these tools were developed.

The sustainability checklist looks at the function and progress of the operations, maintenance and durability of the construction of the facilities, as well as the clarity of ownership one year after project handover. As a result, the checklists will be able to track the involvement of key stakeholders and people in the targeted communities from the design and implementation stages up to the operation of projects. Furthermore, the checklists will be able to track the capacities of local government entities and stakeholders, such as their management skills, to ensure their ability to independently operate and run each facility after it is handed over to the community.

For clarity over legal and functional ownership of the facilities, the maintenance and operations plan also requires a list of any formal documentation, such as letters of commitment from owners of the project, engineering maintenance plans, staff allocation/commitments to maintenance and a summary budget of the estimated cost of running and maintaining the infrastructure facility yearly with anticipated sources of income. Finally, the plan also asks for details on how the partner intends to discuss and share the sustainability plan with the community to ensure buy-in and ownership.

Regional Planning Coordinators will be responsible

for following this process over the life cycle of the project. The checklists are annexed as part of the Memorandum of Understanding (MoU) for each project, and thus are signed by the person signing the MoU at the same time, and the post checklist a year after site handover.

Additionally, to monitor the effectiveness of these processes, focus groups will be conducted with a small number of communities on an annual basis after projects are implemented. The focus groups will facilitate a qualitative assessment on the sustainability of projects from the perspective of the beneficiaries. Focus group discussions will assess involvement of key stakeholders and other beneficiaries in operating, maintaining and using the facilities provided by LGI. There will be a random selection of a number of communities each year for participation in sustainability focus group discussions based on geographical location, sector, and project value.

12.2 Memorandums of Understanding

In an effort to ensure sustainability and ownership by local and national level stakeholders, LGI will facilitate the signature of Memorandums of Understanding (MoUs) for all projects. In some cases, projects may fall under MoUs with the national level line ministry as part of a package of projects initiated by the Palestinian Authority, while in other cases, MoUs will be signed directly with the beneficiary partners, including local government units and local community based organizations or non-profit organizations, as well as other partners. In all cases, MoUs will delineate roles and responsibilities for infrastructure projects, including during the planning stage, construction and post-project operationalization. During the first year of the LGI program, a total of 34 MOUs were signed with local stakeholders and were, or will be witnessed, by relevant line Ministries. Stand-alone MOUs were also signed with the Ministry of Education and Higher Education and the Ministry of Youth and Sport.

12.3 Matching Contributions

Matching contributions of at least 15% are also required by LGI partners in the West Bank to promote buy-in, ownership and involvement by the partner in the project activities.

COORDINATION AND LEVERAGING

The LGI team prioritizes coordination and leveraging with other development partners as a key strategy of the program. As such, the team will develop and maintain linkages with government entities at the national, district and local levels, community stakeholders, the private sector, other implementing agencies, and donors on an ongoing basis. LGI will pursue these linkages in close coordination with USAID to ensure efforts complement mission priorities and policies. Coordination will be done on multiple levels. As such, several meetings were conducted throughout the quarter to maintain these efforts.

Government meetings were held at the national level with relevant line Ministries. The team had close coordination, in particular, with the Ministry of Education and Higher Education (MoEHE), Ministry of Local Government (MoLG) and the Ministry of Youth and Sport (MoYS). Following initial plans to set up the National Advisory Committee (NAC) during the first quarter, initiated with support from the Ministry of Local government (MoLG) to formalize and streamline coordination with the Palestinian Authority, a decision was subsequently taken with the Ministry not to proceed with the NAC. The primary role of the NAC was originally intended to maximize the impact of USAID investments and identify synergies and/or avoid overlap of program interventions with other donor and Palestinian Authority initiatives. This was subsequently done on a bi-lateral basis with relevant line Ministries, as highlighted above.

As part of the planning process in target communities, LGI also engages regularly with the local and district level stakeholders, and community members through meetings, site visits and community workshops. For example, during Project Package selection in the Objective 1 locations, the LGI team met on a number of occasions with the local government leaders, as well as relevant line ministries at the district level. Several governorate level initiatives were also pursued, including a partnership with the governors of Nablus and Jenin.

Also, for coordination of work in these targeted areas and to also contribute to the larger development and humanitarian goals to support vulnerable Palestinian communities, the LGI team also meets with local and international NGOs and donor bodies working in similar sectors whenever possible. During the third and fourth quarters, a number of meetings were held with the MDLF to agree on coordination in the selection of target communities, projects and allocation of funds; measurement tools for performance/impact of municipalities; strategic planning for LGUs, including O&M and financial systems. The LGI management team also held regular meetings with the EDC/Ruwad Program and the USAID Education office to discuss coordination on youth club projects. Furthermore, the team met on a regular basis with USAID, the U.S. Department of State/Office of the Special Envoy for Middle East Peace (SEMEP) and the Israeli Civil Administration to facilitate movement on Area C project approval and licensing within the context of the broader discussions between the U.S. and the Israeli government.

VISIBILITY AND OUTREACH

Over the course of the past year, a number of public outreach activities took place in support of the Program. Several publications and external marketing documents were produced or are under production. Social media outreach was also prioritized with the launch of a new blog and connected Twitter feeds. The program was featured in the local and international media on many occasions.

Branding and marketing publications and materials produced in the first year of the Program included a variety of materials. LGI produced an Arabic and English language fact sheet, which was updated three times over the course of the year. One newsletter, focused on an 'education' theme was also produced and submitted with the third quarterly report. A poster for distribution in target communities to advertise and describe the participatory workshop series, along with a leaflet to introduce communities to 'green building' concepts, were designed and produced during the fourth quarter. Signs and plaques were also produced on an ongoing basis for all infrastructure

project sites.

LGI utilizes several social media tools. A CHF blog was launched in May with 14 posts uploaded during the third and fourth quarters. The blog covers the human interest side of USAID-funded projects implemented by CHF International, including LGI, and is co-branded. In total, since its launch in May, the blog has received 6,051 visits from 37 countries, with the majority from the Palestinian Territories. Other key countries visiting the sites include: the United States, Israel, Jordan, and neighboring Arab countries. Posts were shared on Facebook 40 times. Facebook and Twitter are also being utilized as part of the LGI social media strategy. A closed Engineering Fellows Facebook group was launched for internal communication and team building purposes, and a green building Facebook page is under design. Regular Twitter updates on the CHF International feed announce the new blog posts and other key public outreach activities in the West Bank and Gaza.

The Program was featured in the local and international media on a number of occasions. Twenty-six articles were published in local newspapers and the program was featured several times on local radio. The US Department of State, Bureau of International Information Programs, interviewed members of the Program on USAID-funded green building initiatives completed under the program for inclusion in an e-newsletter, published in September, 2011. See Annex 7 for articles published during the fourth quarter of the Program and previous quarterly reports for previously published materials.

Several events were held during the first year of the Program. During the first quarter, a program launch event was held to highlight the set-up of the National Advisory Committee (later discontinued as outlined in Section 11 of this report). Fun days for children celebrating International Earth Day were held in April at Deir Qaddis Primary School in Ramallah, Hatta Primary School in Hebron, and Kamal Burhan School in Nablus. A variety of child-friendly activities were held in each school to raise awareness about the environment and promote environmental stewardship, in-

cluding: songs, traditional storytelling, talks by environmental experts, clown shows on the environment, face painting, eco-quiz tournaments, and art activities using recycled materials. Awards were given to students for the best essay on the environment. A special T-shirt was also designed for children highlighting their role in protecting the natural environment. Wrapping up the International Earth Day Series, representatives from USAID attended the event in Deir Qaddis along with representatives from the Ministry of Education and Higher Education. During the fourth quarter of the Program, an event was held in Biddya, where LGI is building five classrooms, a computer laboratory, administrative rooms and a sanitary unit for the school.

MONITORING, EVALUATION AND REPORTING

Monitoring and Evaluation over the first year of the Program focused on several key activities: set up of reporting systems and templates; field work to provide feedback on key programmatic activities; internal evaluations and survey work; and management of the baseline for the Citizen Perception Survey. In addition, the team handled regular updates to the GEO-MIS and TraiNet systems utilized for reporting by USAID in addition to leading quarterly and annual reporting.

Forms and systems were finalized during the first quarter of the program, and were updated during the fourth quarter to address the added governance component. A new online reporting system is being field tested and is expected to roll-out in December, 2012. The LGI team field tested an online database for reporting, and project management during the third and fourth quarters of the program, in coordination with the CHF International headquarters Knowledge Management and Evaluation team. Based on feedback, it was determined that the database will undergo revisions prior to broad roll-out in the field.

Several internal evaluations and surveys were undertaken, including: a mid-term evaluation workshop and subsequent for the Engineering Fellows Program; an evaluation of the participatory workshop process;

and an LGU capacity survey. Ongoing infrastructure project evaluations take place through field visits and interviews with beneficiaries, and the M&E team visits sites to observe and record programmatic outcomes and impact.

In May, the LGI team selected the consultancy firm, Arab World for Research and Development (AWRAD), to implement the Citizen Perception Survey. This survey will measure changes in citizen perceptions of local government and quality of life indicators over a five-year period in all LGI communities. AWRAD submitted their inception report and commenced their work on the baseline during the third quarter. The final survey report will be submitted to USAID in October, 2012; the executive summary is included in Annex 2.

The M&E team regularly updates USAID databases, including Geo-MIS and TraiNet. Quarterly technical and financial reports are submitted to USAID in addition to monthly sub-award reports. The FY 2012 Annual Implementation Plan and updated Performance Management Plan are being drafted and will be submitted to USAID by the beginning of October for review. Please see the attached Annex 5 for the full indicator progress report, submitted as part of the GEO-MIS quarterly report.

CHALLENGES AND CONSTRAINTS

The Program faced several main challenges over the course of the first year. The major challenges facing the program included delays in implementation resulting from the reserved tranche of funds for Area C schools and constraints in planning interventions, while also keeping in mind the proposed plans under the expected amendment to the Program design; in addition to the transition planning from the CID to LGI program. A challenge arising at the end of FY 2011 was the hold on obligated funds for FY 2012 by the U.S. Congress.

During the second quarter of the program, the LGI team received guidance from USAID to reserve a tranche of funds for Area C initiatives. To free up

funds for these sites, a group of 13 Area A and B schools – jointly selected with the MoEHE and USAID under Objective 2 -- were put on hold. During the fourth quarter of the Program, these projects were cancelled and the completed designs were handed over to the MoEHE for implementation with other funding.

At the same time, given the difficulties in securing construction permits from Israeli Authorities for Area C, progress on these earmarked projects experienced delays. Because funds for these projects were set aside, other project implementation in the LGI pipeline was delayed, bringing down the expected level of expenditures. By the fourth quarter of the program, and in close coordination with USAID and the SEMEP team, a number of building permits were received, allowing the projects to begin to move forward.

A second key challenge has been the transition of the CID program to the new LGI program, and ensuring that programmatic planning has taken changes into account while at the same time ensuring continued momentum and integrity of activities. Discussions on the revisions first began during the second quarter, but the official change did not occur until the fourth quarter, making planning and re-planning rather challenging.

An additional, third challenge arose at the end of the first year, with a notice received on September 27, 2011 stating that all USAID funds for FY 2012 have been placed on hold by the U.S. Congress. The LGI management team are working closely with USAID over the forthcoming period to develop alternative plans depending on various scenarios, while also ensuring that the program maintains its core activities and moves forward as long as possible given the constraints and the funding situation.

FUTURE OUTLOOK

Entering the second year of the LGI program, the upcoming period will focus on integration and launch of governance work under Objectives 3 and 4, as well as continued work on infrastructure projects already

ongoing and planned. Given the funding hold, the revised AIP will be submitted to USAID under three potential scenarios:

Scenario 1: assumption that the funding hold will be lifted during the first, second or third quarters of FY 2012 and that the original plans as per the submitted Annual Implementation Plan can go forward with some rescheduling and/or cancellations, depending on timing;

Scenario 2: Assumption that some, but not all of the FY 2012 funding obligations will be released, resulting in re-prioritization of funds and re-scheduling/cancellations of some projects and activities;

Scenario 3: Assumption that FY 2012 funding will not be released and that the program will fully expend its funds and will move into close-out by the end of September, 2012.

Given these three scenarios, the anticipated activities for the first quarter of the second year are outlined with notes showing potential delays or holds which may occur. It should be noted that these plans will be re-visited regularly with USAID and may be adjusted according to the on-the-ground situation and evolving needs and priorities.

Improve living conditions for Palestinians through the provision of sustainable, multi-sector community infrastructure packages (Objective 1)

Original plans for Objective 1 infrastructure packages included completion of 11 ongoing projects and commencement of 18 new projects (all planned for vulnerable communities). If funding is on hold throughout the quarter, no new projects will be contracted.

Enhance the impact of USAID sector-specific programs and priorities through the provision of high priority infrastructure (Objective 2)

Original plans for Objective 2 infrastructure projects included completion of four ongoing Area C projects and the final youth club. These activities will proceed as planned. Also ongoing will be the finalization of

designs by partners for the stand-alone Objective 2 projects and review by the LGI team. Furthermore, it is anticipated that permits will be received for two out of the three pending Area C projects; implementation of these two projects and the third if received, will be considered in coordination with USAID, and depending on funding situation.

Strengthen local government capacity to respond effectively and efficiently to community needs by promoting and institutionalizing good democratic governance practices (Objective 3)

Component A:

Planning workshops will continue for the remaining vulnerable communities under Objective 1, with 14 infrastructure packages planned for completion and submission to USAID in the upcoming quarter. In addition, and since the potential Centers of Governance Excellence partner LGUs list has already been approved by the USAID during this month of October, the LGI team will initiate the SDIP process in a total of 6 partner LGUs as originally planned; however, if the funding hold remains in place, commencement of the spatial planning (physical planning) will be delayed past the originally planned start-date of October.

Component B:

The bridging phase for a total of 11 YSLC initiatives will go forward as originally planned by November and will be implemented directly by LGI staff, with phase completion by end of January 2012. However, if by the end of the quarter the funding hold remains in place, this bridging phase will be extended through the end of March, 2012. Similarly the bridging phase for YSLC in Illar city and the Hebron Children's Pioneer Council will also go forward as planned, but will also extend through to March, 2012. Moreover, the LGI team will go forward as planned, in commencing the assessment exercise for determining needs and gaps in terms of enhancing dialogue and communication between partner LGUs and their citizens in a total of 10 partner LGUs. The team will also start working with partner LGUs in determining themes for public awareness campaigns to be later implemented by LGI during the remainder of FY2012 and FY13-

FY15 under this component. The LGI team will also be commencing the development of requirements for enhancing civic engagement tools and mechanisms at the local level.

Component C:

The implementation of a number of initiatives under this component will go forward as originally planned in the AIP for FY 2012, directly implemented by LGI staff where feasible, as per the following:

- ♦ **Municipal Capacity Index:** The LGI team will commence and finalize the identification/development of performance indicators in coordination with MoLG and MDLF by end of December 2011.
- ♦ **Automation of Service Delivery:** During this quarter, the LGI team will commence and finalize the selection of partner LGUs to benefit from the establishment of OSS, including the automation of service delivery, in full coordination with MoLG, to be finalized by end of December 2011.
- ♦ **Business Restructuring and Re-engineering:** The LGI team will move forward with this initiative as originally planned, and commence the process of identifying and selecting partner LGUs (both potential CGE and vulnerable communities) to benefit from this initiative in coordination with the MoLG.
- ♦ **Development of Procurement Process/Manuals:** Again the team will commence the implementation of this activity as originally planned, including the identification of benefiting LGUs by end of November, and the commencement of analysis stage by beginning of December (to be finalized by February, 2012).
- ♦ **Provision of training and skills enhancement to LGUs:** The LGI team will move forward with this initiative as originally planned, with the commencement and finalization of the development of the training plan for FY2012 by end of November 2012. The LGI team will also commence the process of developing related TORs and selection of service providers as originally planned.

However, if the funding hold remains, the commencement date for two of the originally planned activities under this component (E-municipality & Development of Financial Management Packages) will be pushed beyond the start date of October, 2011.

Enhance the capacity of the MoLG to assume its regulatory, policy development, sector strategic planning, guidance and monitoring roles (Objective 4)

Support to enhance the guidance and monitoring function at the MoLG through operationalization of the newly adopted policy paper, “Development Mechanisms for Guidance and Monitoring on Local Government Unit’s Affairs”, will commence through workshops with key stakeholders to build consensus on an LGU Performance and Evaluation system in December, 2011.

This quarter, initial work will commence on the development of the municipal capacity index (as highlighted above). Once the indicators are developed in coordination with the MoLG and MDLF, the LGI team (policy formulation) will pursue finalization with the MoLG’s Guidance and Monitoring Department focusing on development of a performance measurement system, based on the identified indicators, to be used for evaluating the performance of LGUs.

If the funding hold continues, the formation of the technical advisory committee to support the Ministry of Local Government in addressing key policy development and reform activities will be placed on hold. Originally planned to be fully formed by January, 2012, this activity will be re-scheduled. The public participation operational manual, planned for development, building on the work of the LDR program, will also be placed on hold, with contracting of a local consultancy company/individuals originally planned for January, 2012 and completion of the manual planned for May, 2012.

Generate employment opportunities and build the

capacity of the Palestinian construction sector through the construction of infrastructure projects (Objective 5)

The Engineering Fellows program will be completed in December, with graduation of the first year engineers. Two training workshops will be held, wrapping up the Fellowship year and will include the topics of green building and site safety. Recruitment for the year two Fellows will be placed on hold, pending funding. Over 400 applications were received for the second year of the Program; applicants will be notified of the delay and will be allowed an opportunity to renew their applications should the hold be released. All training with the contractor’s union will be placed on hold until funding is released.

Special Initiatives and Cross-Cutting Themes

Design work will continue for the first green building in Jalqamus, with the local consultant and K&A. Engineering students at Najah University in Nablus will also continue to assist in specific tasks related to the design development as part of a special project initiative. The green building comic book is slated for completion in December FY11. The first green building workshop (part of a five-part series), is scheduled to take place in October with around 100 participants. The workshop will cover the topic of adaptive re-use and green building. Development of a green design checklist will also move forward. Translation of companion curriculum materials will go forward, but will be done in-house. As such, the submission of the materials to the MoEHE and ToT activities with eco-clubs and YSLCs will be delayed into the second quarter of FY 2012.

Coordination and Leveraging

Prioritization during the upcoming period will be in continuing the regular coordination between the LGI program, the MoLG and other donors and implementers working in the governance sector, in particular, the MDLF and GIZ.

Visibility and Outreach

As per guidance from USAID, outreach events will be

put on hold due to the political and funding situation. As such, the puppet show series on green building and governance has been shifted tentatively to the second/third quarter. Regular updates to the blog, as well as to Twitter, will continue and a new newsletter on Youth will be distributed to partners. A green building Facebook page is also under development. A photo tour will be conducted of ongoing projects and several slideshows will be created for the website and USAID publicity purposes.

Monitoring, Evaluation & Reporting

During the upcoming quarter, the LGI team will work closely with USAID to finalize the revisions to the Annual Implementation Plan and the drafting of the Performance Management Plan (PMP). Regular updates to the TraiNet and GEO-MIS system will continue along with bi-weekly reporting. The LGI team will also work on the development of a scope of work for a baseline study to be conducted on the governance component of the program; this document will be complimentary to the Citizen Perception Survey completed by AWRAD. New internal reporting systems and forms will also be finalized to encompass the new components of the program.

ANNEXES

Annex 1: Approved Package for Objective 1 projects during the fourth quarter (Qaffin)

Annex 2: AWRAD Citizen Perception Survey Baseline Report – Executive Summary

Annex 3: Success Story & LGI Fact Sheets

Annex 4: LGI Map

Annex 5: Geo-MIS reports

Annex 6: Impact Notes for Completed Projects

Annex 7: LGI in the news

Annex 8: LGU Needs Assessment Study

Annex 9: Participatory Planning Evaluation Report